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Town of Brookline

1985 Annual Report



TOWN OF BROOKLINE, MASSACHUSETTS

Settled: 1638

Incorporated: 1705

Population: 58,917

Land Area: 6.81 square miles

Government: Representative Town Meeting (251 Town Meeting Members) with five-member Board of Selectmen and Town Administrator.

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a suburban, residential community. The primary occupations of Brookline residents are managerial and professional, especially in the fields of medicine and education.

Bordered by the cities of Boston and Newton, Brookline is conveniently located to the many cultural, educational and recreational activities of the Boston metropolitan area.

FY 1986 Assessed Valuation

\$2,195,025,447 (real and personal property)

FY 1986 Taxable Land Area:

4.1 Square miles (nontaxable land equals 40%)

FY 1986 Tax Rate:

Residential	23.52
Commercial	32.52
Residential Exemption	\$15,100

Political

Registered Voters	33,856
Democrats	14,661
Republicans	3,353
Independents	15,842

Brookline Legislators

United States Senators

Edward M. Kennedy
John Kerry

United States Representative in Congress

Barney Frank

State Senator

Jack H. Backman

State Representatives

John A. Businger
Eleanor Myerson



280th Annual Report
of the TOWN OFFICERS
of BROOKLINE
for the year ending
December 31, 1985

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TOWN OFFICERS

Elected Town Officers for the Municipal Year 1985-1986

MODERATOR

Carl M. Sapers (1988)

TOWN CLERK

Frances Halpern (1988)

BOARD OF SELECTMEN

Zvi A. Sesling, *Chairman* (1987)

Edward Novakoff (1986)

Jeffrey P. Allen (1987)

Martin R. Rosenthal (1988)

Estelle Katz (1988)

TREASURER AND COLLECTOR

Shirley Sidd (1987)

TRUSTEES OF THE PUBLIC LIBRARY

H. Richard Tyler, *Chairman* (1986)

JoAnn Blumsack (1986)

JoAnn Kantorowitz (1986)

Barbara S. Marcus (1986)

Phyllis W. Podren (1986)

Jonathan S. Fine (1987)

Sandra Stotsky (1987)

Claire Waldman (1987)

Benedict Alper (1988)

Jules Becker (1988)

Marguerite T. Lipman (1988)

Gail Pool (1988)

SCHOOL COMMITTEE

Robert J. McCain, *Chairman* (1987)

Kathleen L. Ames (1986)

Thomas P. Hennessey (1986)

Natalie G. Zuckerman (1986)

Caroline Graboys (1987)

James W. Schlesinger (1987)

Herbert N. Goodwin (1988)

Terry Kwan (1988)

Ann Connolly Tolkoff (1988)

BROOKLINE HOUSING AUTHORITY

Agnes Rogers, *Chairman* (1986)*

Harriet Sussman Bremner (1990)

Frank I. Smizik (1989)

Christina Wolfe (1988)

Robert A. Kahn (1986)

CONSTABLES (1986)

James V. Esposito

Marvin A. Feinman

William A. Figler

John P. McElroy

Stanley N. Rabinovitz

*State Appointed Member

Appointees for the Municipal Year 1985-1986

BOARD OF SELECTMEN

Richard T. Leary, *Town Administrator*

Brian F. Sullivan, *Deputy Town Administrator*

COUNSEL

David L. Turner, *Town Counsel*

Cathleen C. Cavell, *Associate Town Counsel*

ADVISORY COUNCIL OF PUBLIC HEALTH

Dr. Robert Taylor, *Chairman* (1987)

June Leeming (1988)

Anita Silverman (1988)

Albert Sherman (1987)

Adele Dronsick (1986)

Leonora S. Rosen (1986)

DIRECTOR OF PUBLIC HEALTH

John A. Locke

ASSESSORS

Andrew H. Creen, *Chairman* (1986)

George F. McNeilly (1988)

Richard Kates (1987)

BOARD OF APPEALS

Kenneth Hoffman, *Chairman* (1986)

Bailey S. Silbert (1988)

Diane Gordon (1987)

Frances Halpern, *Secretary*

BOARD OF APPEALS—ASSOCIATE MEMBERS

Joseph I. Sargon (1988)

Lewis C. Cohen (1987)

Abraham J. Zimmerman (1986)

PUBLIC SCHOOLS

Charles L. Slater, *Superintendent of Schools*

PUBLIC WORKS DEPARTMENT

William T. Griffiths, *Commissioner of Public Works*

A. Thomas DeMaio, *Director of Highway Division*

Paul R. Willis, *Director of Parks/Forestry/Cemetery Division*

Andrew Pappastergion, *Director of Water Division*

PURCHASING AGENT

Edward F. Clasby

RIGHT TO KNOW COORDINATOR

Gerard J. Hayes

DIRECTOR OF VETERANS' SERVICES

Thomas F. Larkin, *Acting*

STATE AID AGENT

Thomas F. Larkin, *Acting*

DIRECTOR OF CIVIL DEFENSE

Richard T. Leary

TOWN CLERK'S DEPARTMENT

Patrick J. Ward, *Assistant Town Clerk*

TREASURER'S DEPARTMENT

John T. Mulhane, *Assistant Treasurer*

DOG OFFICER

Ptl. Robert E. Firth

FENCE VIEWER

Margaret Hurley

Meyer Stern

MEASURERS OF WOOD AND BARK

Myron Alexander

Esther Saloman

INSPECTOR OF ANIMALS

Dr. Herbert S. Carlin

LOCAL MOTH SUPERINTENDENT OF
INSECT PEST CONTROL

Hamilton Coolidge

SEALER OF WEIGHTS AND MEASURES

William Hurley, *Acting*

WEIGHERS OF COAL

Augustine Signore, Sr.

Willard Farnsworth

CABLE TV COMMUNITY TRUST

Louise M. Castle

Barbara Randolph

Louise Rosen

Lawrence A. Ruttman

Jasper K. Smith

Jonathan Tamkin

Genevieve G. Wyner

Jim Zien

CABLE TV MONITORING COMMITTEE

Tobe Berkovitz, *Chairman*

John M. Emery

Samuel Kauffmann

Barbara K. Mitchell

Alexander Neihaus

Joshua Ostroff

A. Joseph Ross

Charles M. Sonnenchein

Evvy Titleman

Wendie Wallis

TRUSTEES OF WALNUT HILLS CEMETERY

David Dalton (1988)

Mary J. Harris (1988)

Harrison Bridge (1987)

Russell Mann, Jr. (1987)

Walter E. Palmer (1986)

Alfred F. Palladino (1986)

BOARD OF EXAMINERS

Julius Abrams, *Chairman* (1988)
Jonathan Leffell (1987)
George Michelson (1986)

BUILDING COMMISSION

Janet B. Fierman, *Chairman*
John J. Doherty
Christopher Hussey
Louis J. Scorziello
Louis Wilgoren

BUILDING COMMISSIONER

Royce E. Beatty

INSPECTOR OF WIRES

Royce E. Beatty

CONSERVATION COMMISSION

M. Lee Albright, *Chairman* (1986)
Dr. Joan J. Fried (1988)
Barbara Whiting Drew (1988)
Henry T. Wiggins (1988)
Lewis Edgers (1987)
Betsy Shure Gross (1986)

COUNCIL ON AGING

Rev. George Blackman, *Chairman*
Arlene Stern, *Director*

HISTORICAL COMMISSION

Dr. Judith Selwyn, *Chairman* (1986)
Samuel E. Shaw (1988)
Nancy C. Yetman (1988)
Dennis DeWitt (1987)
Nancy A. Smith (1987)
Jean Kramer (1986)
Nancy Peabody (1986)

HISTORIC DISTRICT COMMISSION

Dr. Judith Selwyn, *Chairman* (1986)
Ruth D. Dorfman (1988)
Dr. Ferris Hall (1988)
Barnett B. Berliner (1987)
Chobee Hoy (1987)
June Richardson (1986)
Emilie Drooker, alternate (1987)
Katharine Padulo, alternate (1987)
Pamela Steele Tabbaa, alternate (1987)
Cynthia Zaitzevsky, alternate (1986)

HUMAN RELATIONS—

YOUTH RESOURCES COMMISSION
Elizabeth S. Pollock, *Chairman* (1986)
Harold Koritz, *Vice Chairman* (1988)
Rev. George M. Chapman, Jr. (1988)
Capt. John Walsh (1988)
Sandra Bakalar (1987)

Agnes Rogers (1987)
Philip Henkoff (1987)
Ruth Flaherty (1987)
Tehani Collazo (1986)
Rabbi Robert E. Gelber (1986)
Eve Gurian (1986)
Toby Miller (1986)
Helen Patterson (1986)
Howard Prunty (1986)

DIRECTOR OF HUMAN RELATIONS— YOUTH RESOURCES

C. Stephen Bressler

PARK AND RECREATION COMMISSION

Walter E. Elcock, *Chairman* (1987)
Terence Forde (1988)
Linda Gold-Pitegoff (1988)
Daniel F. Ford (1987)
Yemema Seligson (1987)
Kenneth Robson (1986)
Judith A. Smith (1986)

DIRECTOR-RECREATION DEPARTMENT

Evelyn M. Kirrane

TREE PLANTING COMMITTEE

Hamilton Coolidge, *Chairman* (1987)
John E. Miller (1988)
Corliss Engle (1986)

PERSONNEL BOARD

Barbara P. Pastan, *Chairman* (1988)
William J. Kickham (1988)
Johanna Harris (1987)
James E. Cockfield (1986)
Samuel Edelstein (1986)

PERSONNEL DIRECTOR

Gerard J. Hayes

PLANNING BOARD

Herbert L. Shivek, *Chairman* (1989)
Tania Langerman (1990)
Robert Kramer (1988)
Bruce W. Hamblin, Jr. (1987)
Patricia A. Libbey (1986)

PLANNING DIRECTOR

John E. Woodward, Jr.

COUNCIL FOR PLANNING AND RENEWAL

Executive Board
Cynthia Adams
Trish Bishoff
Kathleen Corrigan
Abbe Cohen
David Coleman

Jane Hutchings
John Keaveney
Nancy Lynch
Margaret Palau
Myron Robins
Sam Shaw
Ann Sutherland
Terry Anne Vigil

REGISTRARS OF VOTERS

Robert J. Wong, *Chairman* (1987)
James M. Berenson (1988)
Patrick J. Ward (1986)

RENT CONTROL BOARD

Bette Rea Allen
Patricia Bernstein
Susan Cohen
Julia K. Johnson
Edmund Mroz
Marjorie O'Malley
Nancy Strisik

RENT CONTROL BOARD—DIRECTOR/COUNSEL

Roger R. Lipson

RETIREMENT BOARD

M. Franklin Wyman, Jr., *Chairman* (1986)
Joseph P. Duffy (elected by members)
Samuel E. Shaw II

TRANSPORTATION BOARD

Rena Wright, *Chairman* (1987)
Pauline Katz (1988)
Sue Tamber (1988)
Deborah Kaplan Cohen (1987)
Linda Golburgh (1986)
Manuel Horvitz (1986)

ADVISORY COMMITTEE

Charles C. Ames, *Chairman*
Luster T. Delany, *Vice-Chairman*
Robert Bernheimer
Deborah G. Brooks
Dorothy Bruno
Jill T. Cheng
Marc L. Cooper
Christopher J. Crowley
George Dargo
Elizabeth R. Eisenstadt
Ruth Ellen Fitch
Edward N. Gadsby, Jr.
Phyllis Giller
Alex Gold-Pitegoff
Howard A. Husock
Joyce Lee Malcolm
Charles Moo
Alan R. Morse

Laura Schlesinger
John VanScoyoc

COUNCIL FOR THE ARTS AND HUMANITIES

Donna Maria Ticchi, *Executive Director*
Mary D. Dewart, *Chairman*, Grants Committee
Muriel Angelil
JoAnn Blumsack
Caroline A. Graboyes
Chobee Hoy
Judith Kidd
Carol Lieberman
Joanne Milbury
Carolyn E. Oliver
Michael Sand
Ruth L. Scheer
Adele Weiner

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE (Appointed by the Moderator)

Ruth D. Dorfman, *Chairman*
Jean D. Berg
Morton R. Godine
Mark Michelson
Laura B. Moore
Robert I. Sperber
Robert M. Stein

COMPUTER COORDINATING COMMITTEE

Edward Novakoff, *Selectman, Chairman*
David C. Wilkinson, *Comptroller*
Richard T. Leary, *Town Administrator*
Robert J. McCain, *Member of School Committee*
Frederick Baker, *Assistant Superintendent*
of Schools for Administration and Finance
Louise R. Thompson, *Assistant Superintendent*
of Schools for Curriculum and Instruction
John E. Woodward, Jr., *Planning Director*

COMPUTER ADVISORY COMMITTEE

Craig Bolon
Peter Miller
Paul Polishuk
Robert Stein

COMPTROLLER

David C. Wilkinson

FIRE DEPARTMENT

James P. Fallon, *Chief*

INSPECTOR OF PETROLEUM

James P. Fallon

LIBRARIAN

Michael Steinfeld

POLICE DEPARTMENT

George R. Simard, *Chief*

KEEPER OF THE LOCK-UP

George R. Simard



Brookline's Board of Selectmen and Town Administrator

BOARD OF SELECTMEN

At the Board's organizational meeting on May 14, 1985 following the Annual Town Election, Zvi A. Sesling was elected Chairman. Other Board members are Edward Novakoff, Jeffrey P. Allen, Martin R. Rosenthal and Estelle Katz. Richard T. Leary was reappointed Executive Secretary to the Board, in which capacity he served until October 8 when he was appointed Town Administrator.

As is true every year, when the Board of Selectmen balanced its books at the end of 1985, it was conscious of significant progress in some areas, of disappointments in others, and of problems, opportunities, and challenges ahead. Our reputation as a well-governed municipality has been earned because our government has been responsible; its programs for meeting the demands of the times have been effective. However, things are changing in municipal government, perhaps more than ever in the past few years, and not necessarily for the better. During the sixties and seventies the constantly changing patterns of urban life and the burgeoning need to deal with a wide variety of social and human resource problems presented unprecedented policy and administrative challenges, coupled with growing financial burdens. Until the early eighties, most observers assumed that municipal governments would continue to grow, if not prosper. Urban populations would grow, budgets would expand, federal grants would increase, municipal jobs would multiply, and benefits would rise as cities and towns were forced to undertake an ever-enlarging list of responsibilities.

But things do change. A new reality has emerged that challenges the concept of inexorable growth. Retrenchment and holding the line have become the order of the eighties. Today more than ever public officials are expected to do more with less. Fiscal austerity, whether the result of taxpayers' revolts or a cutback in federal funding, means that urban elected officials and appointed administrators must search for ways to provide services as inexpensively as possible. At the present time, local officials in all parts of the country are feeling the effects of reduced federal support for urban programs. The attempt to balance the federal budget is imposing immense burdens on municipal budgets, resulting in layoffs, service reductions, tax increases where permissible, and postponement of needed capital investments.

Much of the Board's time these days, of necessity, is devoted to financial problems and to consideration of ways to maintain our many excellent services despite the constraints of Proposition 2½ and federal budget reductions.

Fiscal Policy

An important component of the Town's Financial Plan, which is outlined in considerable detail in the Town Administrator's annual report, is the fiscal and budget guidelines adopted by the Board of Selectmen. The guidelines are arrived at after several sessions in which all aspects of the town's finances are considered. The following FY87

guidelines were adopted on December 5, 1985:

"Due to a combination of several favorable factors over the past two fiscal years, we have been able to address many of our pressing operating and capital needs. In addition, we have been able to provide for very reasonable collective bargaining settlements for our employees. In FY87, however, a combination of several negative factors is expected to make it a very difficult year.

One major factor is the much discussed tax abatement liability estimated at \$2.5-\$3 million. Prudent financial planning requires that a reserve of at least \$1.3 million be established and added to the current reserve of \$519,525.

Another factor is the recently discussed new policy for appropriating free cash. The amount of free cash to be used in the financial plan for FY87 will be that amount on hand as of March 31, 1986. This number is derived by taking the amount certified as of June 30, 1985, subtracting any amounts appropriated therefrom, and adding tax title redemptions and possessions and prior years' outstanding taxes collected from June 30, 1985 to March 31, 1986. Free cash, which is estimated to be approximately \$1.2-\$1.3 million, will be used exclusively to fund our tax abatement liability, rather than being applied against the operating budget and other appropriations.

Also, it is expected that the amount of federal revenue sharing funds the town receives will be drastically cut back in FY87 and eliminated entirely in FY88.

In preparing his operating budget for FY87, the Town Administrator shall prepare level funded budgets, adjusted only by fixed cost increases or other legal obligations — currently estimated at \$1.2 million. In addition, the Administrator shall prepare a prioritized deletion list totaling approximately \$1.5 million, which represents 5% of the town's operating budget exclusive of schools.

The Administrator shall prepare his budget recommendations in accordance with the following guidelines:

Personnel

Personnel complements should be scrutinized very carefully with a view to leaving as many vacant positions unfilled as practicable. This personnel policy is simply an extension of the Board's standing rule that only positions essential to the conduct of town operations should be filled. No additions to the personnel level shall be requested except to meet legal obligations or mandates.

Contractual Services, Supplies, & Other

These items should be level funded, except for fixed cost increases or for legal obligations or mandates.

Energy

With energy prices dropping or at least stabiliz-

ing, current budgeted unit prices should be examined closely for possible savings. In addition, efforts should be made to reduce energy consumption with a goal of an additional 5% reduction.

Capital

The 600 group, or capital outlay section of the budget, should be maintained at the same level.

Fixed Costs

The major fixed costs, which are estimated to increase close to \$1.5 million, include such items as group health insurance, pensions, personnel step rate and benefit increases, and worker's compensation.

Every effort should be made to keep fixed cost increases to a minimum. Group health insurance, which is expected to increase by \$400,000 without cost containment measures, should receive particular attention.

Based upon the information available today, the financial forecast for FY87 is as shown herein. The Administrator shall prepare his financial plan in accordance with this forecast, subject to any changes as a result of updated information.

The Town Administrator shall take note of the changes in budgeting procedures called for in Chapter 270 of the Acts of 1985 (Town Administrator Act) and Article 32 of the 1985 Annual Town Meeting. The Administrator shall prepare an overall financial plan, including estimates of revenues to be available and requests for operating and capital appropriations for all departments with the exception of the Schools. In order to provide the Board with adequate time to make its recommendations on the requests of the Administrator, the Administrator shall submit his financial plan in accordance with the budget schedule included herein."

Supreme Court Decision in Buehler Case

Early this year the Massachusetts Supreme Court rendered its decision in the Buehler Case in which the taxpayer was dissatisfied with the assessment of two pieces of property which were subject to rent control. The appellate tax board had found in favor of the appellant and the town had appealed that decision. The Supreme Court concluded that the property values determined by the appellate tax board were supported by substantial evidence. Accordingly, the Court affirmed the board's decision granting abatements of real estate taxes for fiscal years 1981 and 1982.

As the Town Administrator indicated in his report on the fiscal ramifications of the Supreme Court decision, that decision came as no surprise to anyone associated with the town government. The Selectmen and the administrative staff had been making financial plans for

FY87 FISCAL FORECAST

	FY86	FY87	INCREASE
REVENUES			
Property Taxes	\$ 50,978,462	\$ 52,728,462	\$ 1,750,000
Local Receipts	11,255,937	11,605,937	350,000
State Aid	10,269,483	11,019,483	750,000
Revenue Sharing	1,025,000	425,000	(600,000)
Free Cash	229,152	1,229,152	1,000,000
Other Funds	509,058	809,058	300,000
Total Revenues	<u>\$ 74,267,092</u>	<u>\$ 77,817,092</u>	<u>\$ 3,550,000</u>
NON-APPROPRIATED EXPENSES			
Local Expenses & Offsets	\$ 931,686	\$ 1,086,686	\$ 155,000
State & County Charges	4,652,768	4,772,768	120,000
Overlay	1,144,269	1,200,000	55,731
Total Non-Appropriated Expenses	<u>\$ 6,728,723</u>	<u>\$ 7,059,454</u>	<u>\$ 330,731</u>
FIXED COSTS			
Town	\$ —	\$ 1,200,000	\$ 1,200,000
School	\$ —	240,000	240,000
Teacher's Contract (Est.)	\$ —	810,000	810,000
Total Fixed Cost	<u>\$ —</u>	<u>\$ 2,250,000</u>	<u>\$ 2,250,000</u>
BUDGETS			
School	\$ 23,019,079	\$ 23,019,079	\$ —
Town	43,580,283	43,580,283	—
Total Budgets	<u>\$ 66,599,362</u>	<u>\$ 66,599,362</u>	<u>\$ —</u>
SPECIAL APPROPRIATIONS			
Special Appropriations	\$ 419,482	\$ 419,482	\$ —
Tax Abatement Reserve	519,525	1,300,000	780,475
Total Speical Appropriations	<u>\$ 939,007</u>	<u>\$ 1,719,482</u>	<u>\$ 780,475</u>
BALANCE			
DECEMBER 5, 1985	<u><u>\$ —0—</u></u>	<u><u>\$ 188,794</u></u>	<u><u>\$ 188,794</u></u>

some time on the basis of the "worst case scenario" which was on the order of a \$2.7 million deficit. Town Meeting appropriated \$519,000 in May, 1985 to a reserve fund for the abatement liability; we have included the amount of \$1.5 million for this purpose in our Financial Plan for FY87; and we propose to set aside \$700,000 in FY88, if necessary. In so doing, the Selectmen, the Advisory Committee, and the Town Meeting have acted and continue to act in a prudent, responsible manner.

The only cases heard at the appellate tax board during the past several months have been the single family, two-family, three-family and commercial properties. The rent-controlled properties on which appeals have been taken for the years FY82, FY83, and FY84 number about 170; thus, there is a great deal of duplication in the caseload for those three years which is as follows: FY82-150; FY83-120; and FY84-130.

At this writing, it seems likely that the hearings will not commence until late spring and will require 4-5 months to complete. Inasmuch as the assessors hope to set the FY87 tax rate in August, much of the financial impact resulting from these decisions will not be felt until FY88.

The overlay (reserve for abatements) balance now stands at \$723,910 for the years FY82, FY83 and FY84. When we add the \$519,000 already appropriated and the \$1.5 million planned for FY87, we clearly have ample funds to deal with the potential abatement problem through FY87.

Hurricane Gloria

On September 27, Brookline was ravaged by Hurricane Gloria in its destructive sweep through eastern Massachusetts. When it was over, the town had suffered the destruction and loss of 300 street trees, the loss of an equal number of trees on park land, and a score of others on private property. Many residents were without electricity for several days. The expense of repairing the damage wrought by Hurricane Gloria totaled approximately \$400,000. Fortunately, the town has been assured reimbursement of 87.5% of its costs by the Federal Emergency Management Agency and the State Civil Defense Agency.

Damage wrought by Hurricane Gloria on Wolcott Road Extension



Brookline residents took the hurricane in stride and cooperated fully in the preparations before, and the efforts after, the hurricane struck. Employees in several town departments worked tirelessly day and night on September 27, 28 and 29 to make the roadways of Brookline safe and passable as early as possible after the storm. The Selectmen extended their appreciation and gratitude to the personnel of the involved departments who rendered outstanding and dedicated service during and after the hurricane.

Park System Improvements

The intensive effort being made to improve the condition of the town's parks and playgrounds reflects the priority accorded this area of the budget by the Selectmen. An additional \$150,000 was included in the Park Division budget for FY86. More permanent and seasonal laborers have been employed, and extra lime, fertilizer, seeding and chemical sprays should result in a marked improvement in all turf areas.

Color—both natural and artificial — also is being added to the park system. Fresh coats of paint have been applied to park equipment and annually blooming flowers are being planted at eighteen circles and triangles and at MBTA Green Line stops. Special attention is being given to an area which generated many complaints a few years ago — the ball fields. A new program has been initiated to aerate the fields regularly and to deposit lime four times a year on the field to combat the acidity of the soil.

Putterham Meadows Golf Course has benefited greatly from the installation of an underground irrigation system which was installed in 1985. Other capital improvements include the reconstruction of the Waldstein Playground, rehabilitation of Juniper Playground, and reconstruction of Amory Playground, with a walkway to be built through Amory Woods Sanctuary which will be accessible to the handicapped. A project designed to restore the Olmsted Park in Brookline, which runs along the banks of the Muddy River, is also underway. Approximately \$500,000 in state funds will be spent over the next year or two to restore the park to Olmsted's original design.

New sprinkler system at Putterham Meadows Golf Course



Tree City USA Award

The Selectmen were gratified at the designation of Brookline as the recipient of the Tree City USA Award by the National Arbor Day Foundation, a Nebraska-based organization dedicated to encouraging tree care and tree planting programs across the country. Brookline has long been recognized as a community that takes its tree care responsibilities seriously, and looks upon its tree-planting program as a living memorial to our citizens' concern for the quality of life now and in the years ahead.

B-2 Parcel Development

Construction of the B-2 Parcel project commenced in mid-1985 and continues apace. Relocation of the occupants of the parcel was completed early in the year with demolition and site work beginning shortly thereafter. Although there have been some delays, the major portion of the B-2 project is well ahead of its original schedule which gave the developer three years from the date the town delivered the site until construction commenced. The Selectmen executed the leases for parcels A, B and C on July 23.

The focal point of the project is One Brookline Place, a 106,000 square foot multi-specialty medical office building, expected to be the finest of its kind in the Greater Boston area. The development plan also includes The Market at Brookline Place which will house retail shops, a greenhouse restaurant and commercial space. In addition, the Brookline Water Department garage on Brookline Avenue will be restored and converted into a major theme restaurant of some 8,000 square feet.

The developers of the B-2 parcel, Arthur Winn and Roger Cassin of Winn Development Company, have joined with MARIC, Inc., a company which has been involved with the development of more than one million square feet of medical space over the last twenty years, for the development of the medical office building.

The town chose Winn and Cassin for the B-2 site from a wide field of competitors based upon their previous success at developing The Village at Brookline Housing, also in the renewal area. The town's selection was also based on the commitment of the developers to engage in an extensive planning process with the town and neighborhood groups. After many months of community meetings, the Selectmen executed a land disposition agreement with the developer in December 1983.

In response to the needs of residents and local merchants, the consensus plan for Brookline Place includes a strong pedestrian connection through the Brookline Village MBTA stop to the Village shopping district one block away. Approximately 20 percent of the site will be landscaped open space.

The redevelopment of Brookline Village began more than twenty years ago and consists of several housing developments including the Brook House, 700 units of condominium housing, The Village at Brookline, a

307-unit housing development, as well as Hearthstone Plaza, a commercial complex.



New water facility on Netherlands Road

Cable TV

The Cable TV Monitoring Committee brought several issues to the Board in May regarding the operations of Cablevision of Brookline under its agreement with the town, including areas of non-compliance, changes in service charges, terms and conditions relating to basic service, community programming, provision of technical staff and equipment to Brookline Community Cable through the public institutional network, and training for interested town residents and employees. The Board then designated Chairman Sesling and Selectman Allen as a subcommittee of the Board to meet with representatives of Cablevision to resolve these matters. The subcommittee, assisted ably by Associate Town Counsel Cathleen Cavell and Wendie Wallis of the Cable Monitoring Committee, spent more than twenty hours in negotiations with Cablevision. The agreement, which was executed by the Selectmen on December 30, protects the consumers of Cablevision of Brookline who will continue to receive quality programming and quality service. It compares very favorably with other cable franchise agreements across the country.

Because of the considerable interest among Brookline residents in Cablevision of Brookline's service and rates, the key terms of the agreement are set forth below:

WHEREAS, pursuant to the License, Cablevision was required to offer Universal Basic Service (hereinafter referred to as "Basic Service") at a cost to subscribers of \$2 per month for five years after the date of system activation; and

WHEREAS, the Cable Communications Policy Act of 1984, 47 U.S.C. Section 601 et. seq. preempted any rate regulation by local governments after December 29, 1986; and

WHEREAS, Cablevision has contended that pursuant to the License the content of Basic Service was to be identical in nature to that carried by Cablevision of Boston, and hence,

subject to change; and

WHEREAS, Cablevision of Boston altered the content of its Basic Service on or about November 1, 1985 by reducing the number of programming services contained within Basic Service and creating a new tier of programming know as "Metro Service"; and

WHEREAS, Cablevision has announced its intention to reduce the programming on Basic Service in the Town to be identical to that offered by Cablevision of Boston; and

WHEREAS, The Board of Selectmen desire to maintain the quality and affordability of cable television service beyond December 29, 1986 and to insure that Basic Service includes programming of interest to the residents of the Town; and

WHEREAS, Cablevision wishes to satisfy the concerns of the Board of Selectmen and at the same time to achieve and maintain financial viability for the cable television system;

NOW, THEREFORE, in consideration of the mutual covenants herein contained and intending to be legally bound, the parties agree as follows:

1. Cablevision agrees to provide a Basic Service containing the programming described on Schedule A, annexed hereto and made a part hereof through January 31, 1988. The cost of Basic Service shall remain at \$2 per month through December 31, 1986, and shall be no greater than \$4 from January 1, 1987 through December 31, 1987.

2. It is understood and agreed that Cablevision has created a new premium tier of high quality satellite-delivered programming which shall be referred to as the MetroService. This service shall initially contain the programming as set forth in Schedule B attached hereto and made a part hereof. Cablevision agrees that it shall not change the content of the Metro Service through January 31, 1988 unless any such program specified is no longer made available to cable television operators. The cost of the Metro Service shall be \$12.50 per month through January, 1988, except as set forth in paragraph 3 below. It is understood and agreed that if Cablevision's programming costs for those services contained on the Metro Service should increase to at least \$4 per subscriber per year, Cablevision may renegotiate the price of Metro Service with the Board of Selectmen for the period February 1, 1987 through January 31, 1988.

3. Cablevision agrees that any subscriber to Basic Service as of November 1, 1985 who chooses, by February 1, 1986, to subscribe to the Metro Service will be able to purchase that service at half-price for one year. Any Basic Service subscriber who chooses to remain at the \$2 Basic Service level, will be required to make an annual payment for such service in February, 1986.

4. Cablevision agrees that, although rate regulation by the Board of Selectmen is preempted after December 29, 1986, and although Metro Service is a premium service not subject to regulation of rate or content, it hereby waives its rights pursuant to any federal, state or local law, rule or regulation, which are or may be inconsistent with this Agreement.

5. Cablevision shall use its best efforts to provide stereo broadcast services by December 31, 1986.

6. Cablevision may impose a converter deposit charge on all new subscribers as of January 1, 1986, in accordance with the regulations of the Massachusetts Community Antenna Television Commission. Cablevision agrees that the initial converter deposit shall not exceed \$25 per subscriber. The Board of Selectmen agrees that the converter deposit may be raised up to the amount of \$35.00 if Cablevision can demonstrate through historical experience its need for a higher converter deposit. At all such times, the General Manager of Brookline shall have the authority to waive the requirement of a deposit in a case by case basis.

7. Cablevision shall pursuant to Section 17 (c) of the License, maintain a local origination staff with a combined per annum salary of at least \$135,000. This staff shall at all times

include a full-time engineer whose responsibilities are dedicated solely to Cablevision's Brookline franchise. The sole responsibilities of said engineer shall be maintenance and preventive maintenance on equipment owned and/or used in the Brookline Cablevision system, as well as technical production duties. Cablevision agrees to increase its expenditures for the local origination staff annually in an amount equal to the increase in the Consumer Price Index for greater Boston. On or before January 1, 1991, Cablevision shall maintain and pay the salaries of a local origination staff consisting of seven full time and nine half time equivalent staff members, including the afore said full time engineer.

8. Pursuant to Section 17(A) of the License, Cablevision has provided \$450,000 of video and audio equipment for local program production. The Board of Selectmen agrees that the remaining funds to be expended by Cablevision for such equipment other than school equipment, shall be deferred for up to five years from the date hereof and shall be utilized to replace worn and defective equipment as needed.

Cablevision shall provide the school equipment described in Section 17(A) of the License in three equal installments during calendar years 1986, 1987, and 1988, except that the type of equipment provided, and their cost thereof, may be modified by mutual agreement between Cablevision and the Brookline School Committee.

9. Section 17(F) of the License is hereto modified to require a minimum of 15 hours of community programming per week by Cablevision's local origination staff, public access users and the Brookline Cable Community Trust, Inc. In addition, the parties agree that alpha-numeric displays shall not constitute any part of the 15 hours of community programming above described.

10. Appendix B of the License which sets forth all locations to be offered one free connection to the Public Institutional Network is hereby modified by substituting Schedule C, annexed hereto and made a part hereof. Cablevision agrees that it shall install P.I.N. drops to locations one (1) through eight (8) of Schedule C no later than December 31, 1988. At the option of the Board of Selectmen, the locations set out in 1 through 8 of Schedule C may be replaced by other Town locations at an equivalent cost. Thereafter, Cablevision shall install P.I.N. drops at the remaining locations at an expenditure by Cablevision of no less than \$10,000 per year, except that in any year the Board of Selectmen may designate the installation of one specified location of their choice even if installation costs at that location exceed \$10,000, except that if Egmont Street Veterans Apartments, or Trustman Apartments are so designated by the Board of Selectmen for installation in any one year, Cablevision shall receive a credit of any amount in excess of \$10,000 toward the next year's obligation. Cablevision shall, prior to January 1, 1988, purchase and install at its headend site all the equipment necessary to use the Public Institutional Network for data communications. Cablevision further agrees that the viewing room of each Brookline Housing Authority development will be offered, by July 1, 1986, a free Basic Service drop outlet, converter and appropriate connecting cable at no monthly charge.

11. Cablevision acknowledges that at a special Town Meeting held on November 19, 1985, the annual license fee to be paid by Cablevision to the Town was increased to 3% of Cablevision's gross revenue per year from subscribers and cable operations in the Town except that, for the calendar year 1985, the license fee imposed is \$50,000. The Board of Selectmen agrees that the franchise fee due for calendar year 1985 will be deferred until January 1, 1995, at which time Cablevision shall pay said fee in addition to any other license fee due for that period. Notwithstanding Section 20 of the Agreement, beginning in calendar year 1986, subject to ratification by the Town Meeting Members, Cablevision shall provide the Board of Selectmen on or before November 15 of each year its actual

gross revenues for the period January 1 through October 31 and its estimated gross revenues from November 1 through December 31 of that calendar year. The Town shall provide Cablevision with a bill based upon 3% of its gross revenues which shall be payable by Cablevision on or before December 31 of that year. Cablevision agrees to provide the Town within six months of the close of the calendar year, an audited statement of revenues accompanied by an opinion from an independent public accountant, certifying that the statement has been examined in accordance with Generally Accepted Auditing Principles and that it presents fully and fairly the results of financial operations for Cablevision, in accordance with Generally Accepted Accounting Principles for the cable industry. The aforesaid statement shall be the basis for determining any deficiency owned by Cablevision or credit owed by the Town for the annual license fee. In the event that an over payment of the license fee has been made by Cablevision, such over payment shall be credited toward the next annual payment. In the event of a deficiency, such deficiency shall be paid to the Town within 30 days of notice of such deficiency.

12. In accordance with federal preemption of rate regulation, the Board of Selectmen agrees to reduce the notice period for any proposed rate increase as set forth in Section 22(D) of the License from three months to 60 days for the period through January 31, 1987 and to 45 days thereafter.

Revision of Precinct Boundaries

A major project during the past year was the revision of the town's precinct lines. The boundaries were last established in 1972. On January 8 the selectmen established a Redistricting Committee composed of representatives from each of the 16 town precincts for the purpose of drawing new precinct lines. The following precinct representatives and at-large members were designated to serve on the Committee:

<i>Precinct</i>		<i>Precinct</i>	
Michael Robbins	1	Gerald Tuckman	9
Stanley Speigel	2	Thomas J. May	10
Martha G. Edmondson	3	Robert Bernheimer	11
Dorothy Bruno	4	Deborah Kaplan-Cohen	12
William M. Corrigan	5	Jonathan S. Fine	13
Patrick Ward	6	Juan Cofield	14
T.C. Keith	7	Luster Delany	15
Rhoda Goodwin	8	Regina M. Frawley	16

At-Large Members

James Cockfield	Shirley Sidd
Stephen B. Goldenberg	Robert M. Stein
Joan Hertzmark	Claire Waldman
Michael W. Merrill	

The Committee, under the chairmanship of Thomas J. May, met on a weekly basis throughout the summer months. They used the following guidelines: 1) one-man one-vote; 2) strong concern for the neighborhood concept; and 3) the use of common boundary lines wherever it made sense. At the end of the process a public hearing was held on the proposed plan and some minor adjustments were made. A further amendment involving Precinct 1 was made by the Selectmen when the Redistricting Plan was adopted on September 30. The plan will be implemented for the town election of 1987.

The Selectmen and all citizens of the town are indebted

to the members of the Redistricting Committee, Assistant Town Clerk Patrick F. Ward and Thomas Condon of the Engineering Division for their diligent work and well-founded recommendations.

Recognition of Richard T. Leary

The Board was very pleased by the recognition given to Town Administrator Richard T. Leary by the Massachusetts Municipal Association which presented him with the Municipal Employee of the Year Award in October. The following resolution regarding Mr. Leary's selection was adopted by the Selectmen on the day he was appointed Brookline's first Town Administrator:

WHEREAS, Richard T. Leary has rendered dedicated service to the Town of Brookline and its citizens for more than 25 years, the last 16 years of which were spent as Executive Secretary; and

WHEREAS, he has discharged the duties of his office in an exemplary manner and has exhibited a deep and abiding interest in the affairs and welfare of the town; and

WHEREAS, he is held in the highest regard by his peers, this Board, and all the citizens of the town, for his countless, outstanding contributions to the betterment of the town and his profession; and

WHEREAS, he represents the very best in public service and reflects great credit upon the town and his family; and

WHEREAS, this Board has just this day demonstrated its confidence in his extraordinary professional qualifications and contributions by unanimously appointing him as Brookline's first Town Administrator; and

WHEREAS, his peers, through the Massachusetts Municipal Association, have formally acknowledged his contributions to his town and profession by selecting him as the outstanding municipal employee of the year,

NOW THEREFORE, We, the Brookline Board of Selectmen, on behalf of all the citizens of the town, extend our sincere congratulations to Richard T. Leary for this prestigious and well deserved award, and best wishes for many more years of health, happiness and success.



David C. Wilkinson

New Town Officials

David C. Wilkinson, formerly Chief Financial Officer for the City of Newton, was appointed Comptroller effective June 3. Mr. Wilkinson's excellent financial skills, professional attitude, familiarity with basic accounting and fund accounting, knowledge of Massachusetts finance statutes, and data processing experience assure that he will continue the high standard of service established by his predecessors.

Upon the death of William F. Sullivan on January 8, 1985, Frances Halpern, Assistant Town Clerk and previously a member of the Board of Registrars of Voters, was appointed Town Clerk by the Board of Selectmen. Mrs. Halpern was elected to the office of Town Clerk in May and has effected several internal changes which have increased the efficiency of the Clerk's office and enhanced the services rendered to town residents.



Frances Halpern

Boards and Commissions

Making appointments to the several town boards, committees and commissions is one of the most important functions of the Board of Selectmen. In 1985 the following appointments and resignations occurred:

At two different joint conventions of the Board of Selectmen and the remaining members of the Board of Library Trustees, Joanne Blumsack and Joanne Kantorowitz were elected to fill the vacancies occasioned by the resig-

nations of Martha G. Edmondson and Robert Burns. A joint convention of the Board of Selectmen and Brookline Housing Authority was also held and Christina Wolfe was elected to fill the vacancy occasioned by the death of Francis J. Hickey. Mr. Hickey served on the Redevelopment Authority and the Housing Authority boards for many years, and distinguished himself as a truly outstanding and compassionate public official. He will be sorely missed.

Tania Langerman was appointed to the Planning Board to fill the vacancy created by Mary Jo Dow's resignation. Barton H. Tayer resigned from the Park and Recreation Commission and was replaced by Linda Gold-Pitegoff. Johanna Harris was appointed to the Personnel Board to replace Stephen C. Ford who moved out of town. Patricia Bernstein, Susan Cohen, and Julia K. Johnson were appointed to the Rent Control Board as public interest representatives to replace Dorothy Bruno, Sharon Hargraves and Herbert Shapiro. Also appointed was Edmund Mroz to replace Estelle Katz as a tenant representative, and Bette Rea Allen and Nancy Strisik to replace Mitchell Jacobs and Shlomo Pinkas as landlord representatives.

Pauline Katz and Sue Taber were appointed to the Transportation Board to replace B. James Watchmaker and Gustaaf C.M. Driessen. On the Conservation Commission, Barbara Whiting Drew, Lewis Edgers, and Richard P.F. Shibley were appointed to replace Keith G. Lakey, Joanne Milbury and Birge Albright, all of whom

Refuse packer purchased in 1985 as part of the Department of Public Works' comprehensive motor vehicle replacement program.



resigned. Anita Silverman and Albert Sherman were appointed to the Advisory Council on Public Health to replace Dr. Jay A. Winsten and Dr. M. Michael Cohen long-time members who resigned. Samuel E. Shaw, II was appointed to the Retirement Board to fill the vacancy occasioned by the resignation of Temporary Comptroller Frank E. Mauritz. Patrick J. Ward was appointed Registrar of Voters to replace Frances Halpern who assumed the Office of Town Clerk.

New appointments to the Human Relations—Youth Resources Commission included Tehani Collazo, Eve Gurian and Helen Patterson. Chobee Hoy was appointed to the Historic District Commission to fill the vacancy occasioned by the resignation of Ellen Brown. On the Board of Examiners, Jonathan Leffell was appointed to replace A. Anthony Tappe. Muriel Angelil, Joanne Blumsack and Adele Weiner were appointed to the Council for the Arts and Humanities. Louise Rosen was appointed to Brookline Community Cable replacing Thomas J. Jay who resigned. A. Joseph Ross was appointed to the Cable TV Monitoring Committee to replace Lori Handler Levi.

Status Report on the Articles in the Warrant

The status of the following articles relating to capital improvement projects is as follows:

1985 Annual Town Meeting — Article 6

Modernization of High School Science Labs — Town Meeting appropriated \$50,000 to have plans and specifications prepared for the modernization of the science labs at the High School. The School Committee is in the process of hiring an architect/educational planner and expect to have the study and plans and specification completed by the fall.

1985 Annual Town Meeting — Article 9

Refurbishment of Fire Truck — Town Meeting appropriated \$45,000 to refurbish reserve ladder fire truck #5. The refurbishing is expected to be completed in late July or early August, 1986. The low bidder, Peter Pirsch of Kenosha, Wisconsin will do the work. This truck was originally built by them in 1952.

1985 Annual Town Meeting — Article 10

Library Automation Study — Town Meeting appropriated \$5,000 for consulting services to assist in a study of the automation needs of the Library and to prepare a RFP and evaluate bids. The needs analysis has been completed and acquisition funds have been requested at the 1986 Annual Town Meeting. Assuming the funding is approved, the RFP is expected to be prepared in June with bids due in August.

1985 Annual Town Meeting — Article 11

Implementation of Energy Conservation Measures — Town Meeting appropriated \$355,000 to fund energy conservation building projects. The Energy Conservation Committee has authorized the preparation of plans and specification for several of the listed projects and the bids will be received in May with the work being completed

during the summer. Design consultant selection for the replacement of the absorption chiller in Town Hall will be finalized in early May 1986. Plans and specifications should be completed during the summer construction complete by late winter.

1985 Annual Town Meeting — Article 12

High School Roof — Town Meeting appropriated \$120,000 for a new roof on a portion of the High School. The School Committee is working with an architect and expect to go out to bid for this project in late spring.

1985 Annual Town Meeting — Article 15

Repair, Reconstruction and Maintenance of Town Streets — Town Meeting appropriated \$150,000 for crack sealing and resurfacing of streets which was completed in 1985. Russett and Bonad Roads are under contract and will be completed by mid-May 1986. The Highway Division will make selected repairs to sidewalks throughout the town over the summer.

1985 Annual Town Meeting — Article 16

Purchase of Data Processing and Telecommunications Systems — Town Meeting appropriated \$2,150,000 for new data processing and telecommunications systems. Of this amount \$850,000 was allocated for the replacement of the town's telephone system. The Selectmen awarded the telephone contract to Tel Plus Communications of New England, Inc. The new system is expected to be operational by July 18, 1986. The remaining \$1.3 million of the appropriation is for the purchase of new computer hardware and software for all town and school departments. The Selectmen's Computer Advisory Committee and its consultant, Deloitte, Haskins and Sells, have prepared and issued a Request for Proposals. Proposals are due April 24, 1986 and a contract is expected to be awarded by September.

1985 Annual Town Meeting — Article 17

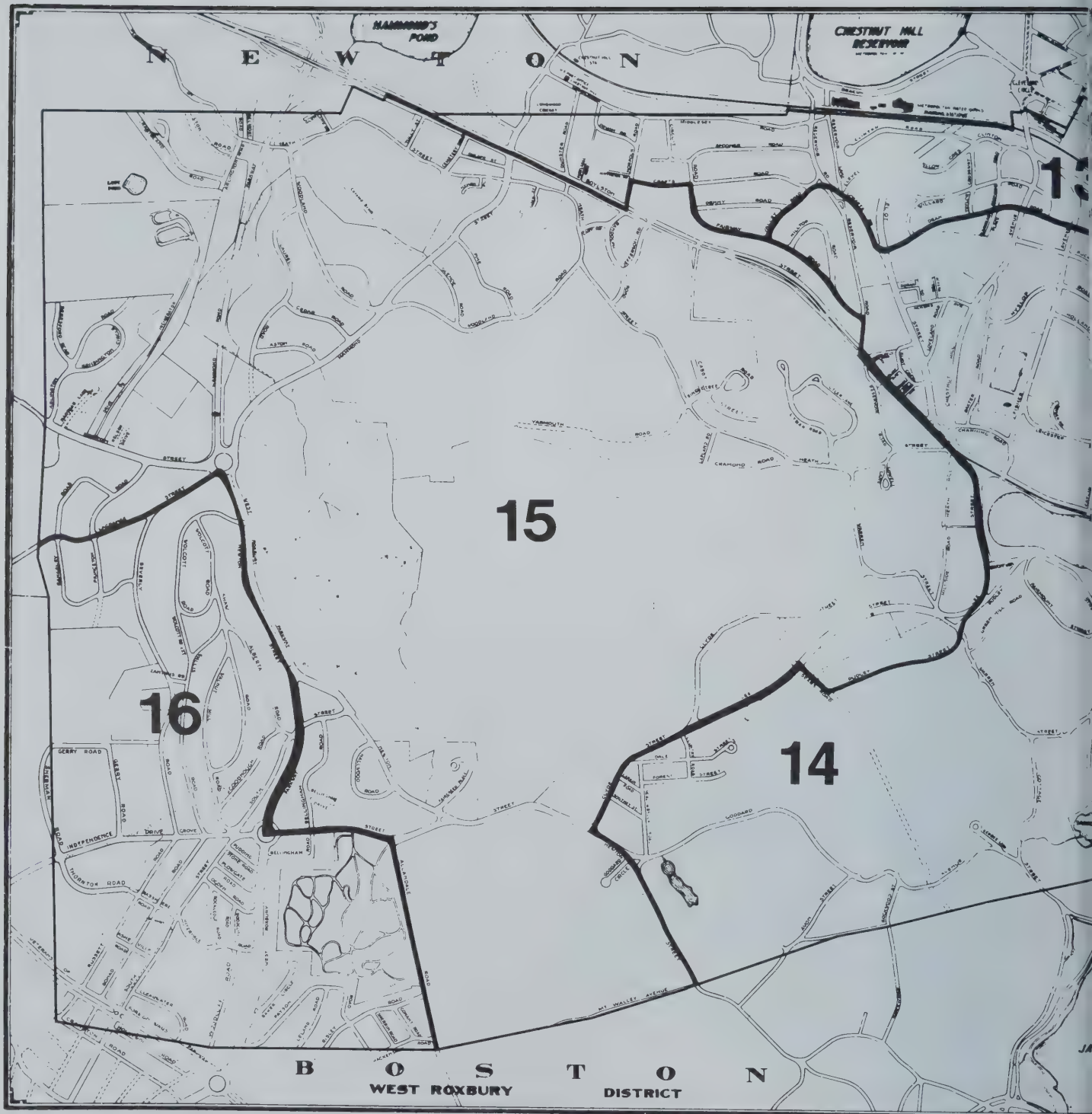
Reconstruction of Amory Playground and Amory Woods — Town Meeting appropriated \$267,850 for selected clearing and tree removal, the reconstruction of the playground and the construction of a trail. The clearing was completed in 1985 and the construction project, which will begin in June, 1986, is expected to be completed by September.

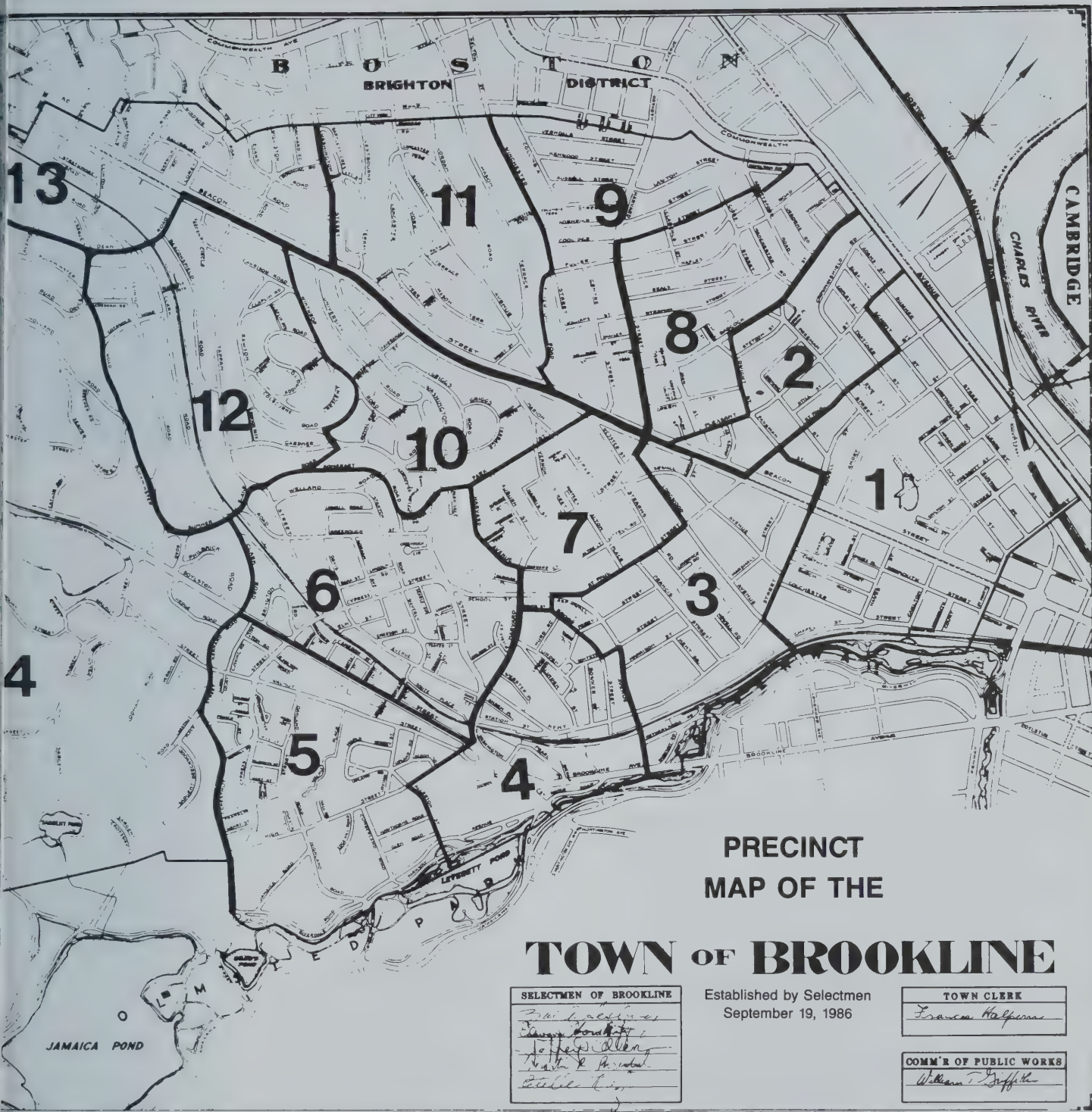
1985 Annual Town Meeting — Article 20

MATEP — Town Meeting appropriated \$10,000 to appeal DEQE's final decision authorizing the construction of MATEP's diesels. The town's appeal, which relates to the mutagenics and carcinogenics of MATEP's emissions, will be heard by the Supreme Judicial Court in May 1986.

1985 Annual Town Meeting — Article 23

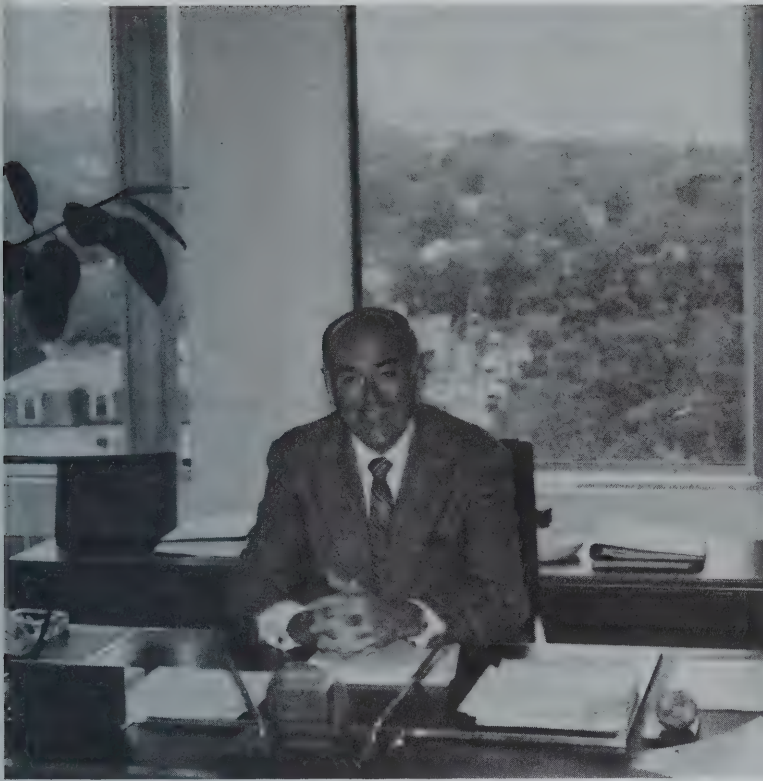
Demographic Study — Town Meeting appropriated \$25,000 for a demographic study which will include school enrollment projections. The School Committee has engaged the demographic firm of Analytics. A final report is expected by May 30, 1986.







Lts. John Hiscock and Daniel O'Leary, along with Sgts. Thomas Keaveney and George Finnegan, received Selectmen's best wishes shortly after their promotions.



Town Administrator Richard T. Leary

TOWN ADMINISTRATOR

The enactment of Chapter 270 of the Acts of 1985, an act establishing the position of Town Administrator in the Town of Brookline, represented a milestone in the history of our town administration. Brookline pioneered in establishing the Selectmen-Executive Secretary form of town administration some forty-four years ago. Largely because of its success here, literally dozens of other Massachusetts communities opted for our system. It served us, and them, extremely well over the years. But times do change and the needs of towns, particularly the larger ones or those that are growing at a rapid pace, change accordingly.

The last time Town Meeting voted a formal assignment of duties and responsibilities to the Executive Secretary was in March, 1959, over twenty-seven years ago. At that time the assignment of budget and departmental coordination functions represented a significant step forward. The legislation which was proposed last year by the Committee on Town Organization and Structure, endorsed by the Selectmen and Advisory Committee, and passed overwhelmingly by Town Meeting is a measure that does not provide for a drastic change in the Brookline town government, although it is much broader in scope than the 1959 action. It goes a long way towards delineating the most appropriate roles in the mid-1980s for the Board of Selectmen and the chief administrative officer in Brookline — now the Town Administrator. Specifically, Chapter 270 provides that the administrator shall perform and discharge the following functions and duties:

- (a) daily administration of the town;
- (b) recruitment and recommendations for appointment

by the Board of Selectmen of all department heads, except the Librarian, School personnel, Treasurer/Collector, Town Clerk, and any department head whose appointment is otherwise provided for by statute;

(c) supervision, written evaluation and training of all department heads except personnel in the school department;

(d) coordination of intra-and inter-governmental affairs;

(e) acting as the administrative spokesperson for the town;

(f) formulation of the annual financial plan including detailed projections of all revenues and expenditures;

(g) recommendations with respect to departmental and non-departmental expenditures, the capital improvement plan submitted by the planning board, the financial impact of warrant articles, and guidelines for collective bargaining;

(h) approval of payment and expense warrants upon the treasury of the town, under section fifty-six of chapter forty-one of the General Laws;

(i) recommendations for the removal for just cause, by the Board of Selectmen, of any department head appointed by the Selectmen;

(j) recommendations concerning collective bargaining proposals for the town, exclusive of the School Department;

(k) performance of such other duties and responsibilities as are delegated to the administrator by the Board of Selectmen.

Shortly after my appointment as town administrator on October 8, 1985, I began the process of developing the annual financial plan, one of the principal recommendations of the Committee on Town Organization and Structure. The Committee envisioned that the town administrator's financial plan would encompass more than just the municipal budget. It should present the view of the chief financial officer of the town on all fiscal matters for the upcoming year, including: State, County, MDC, MBTA, and other assessments; collective bargaining objectives; overlays; all operating and unclassified budgets; and capital expenditures. This comprehensive, detailed document is available for review at the Selectmen's Office and at the public libraries; the executive summary of the FY87 Financial Plan, which was transmitted to the Board of Selectmen and the Advisory Committee on February 11, 1986, is as follows:

"The FY87 Financial Plan was prepared with the following three objectives in mind:

- 1) In accordance with the Selectmen's budget guidelines, operating budgets were level-funded, excepting only increases in fixed or mandated expenses.
- 2) A greater financial commitment was made to the capital improvements program.
- 3) A substantial commitment was made to build up an adequate reserve for the potential tax abatement liability associated with the FY82-FY84 assessments of rent-controlled properties.

The overall plan being proposed is a balanced one, with total expenditures matching total revenues of \$79,280,190. The total estimated increase in revenues is \$5,013,098 or 6.7%. Of this total, \$1,139,607 has been allocated for fixed cost increases in the operating budget. The amount allocated to capital improvements to be funded on the tax levy has been increased by \$372,018 or 89% over the amount in FY86. Another \$980,475 of the increase has been added to the appropriation for the tax abatement reserve, bringing the total in this account to over \$3.3 million. Other non-appropriated expenses, including state and county assessments, are estimated to increase by \$694,608. Finally, a reserve of \$1,826,390 for collective bargaining settlements has been included.

It should be kept in mind that the estimates and recommendations contained herein are based upon the information available today. As additional information, such as the cherry sheet and final congressional action on general revenue sharing becomes available over the next few months, adjustments may be required.

FY 87 Financing Plan — Revenues

One of the significant components of revenue growth over the past several years has been the new development in the town which can be added to our tax levy under Proposition 2½. That new growth has ranged from \$468,309 in FY 83 to \$1,527,341 in FY 86. We are estimating new growth revenue at \$500,000 for FY87, which is in addition to the allowable tax levy increase of \$1,280,334.

We have made a concerted effort over the past few months to improve the town's local receipts position, i.e., the amount derived from fees, fines and other charges. Many such fees were brought to reasonable and realistic levels through actions taken by Town Meeting, the Board of Selectmen, and department heads. As a result of this endeavor, close to \$400,000 in new revenue should be collected in FY87, which, coupled with an estimated \$200,000 increase in motor vehicle excise taxes and a projected increase of \$412,000 in water and sewer receipts, results in a total local receipts increase of \$991,390.

Under the proposed state-aid distribution scheme, the town would receive additional aid in the amount of \$1,173,819. State aid from other sources, i.e., school construction aid, residential school tuition, and lottery is expected to total \$356,234.

We fare quite well under the traditional needs-based formula which generated \$1,064,606 of the additional assistance. Regrettably, the formula employed to reimburse cities and towns for the estimated loss in general revenue sharing funds would reimburse Brookline only to the extent of 19.5% of our loss, or \$109,213. We have joined the Massachusetts Municipal Association and other municipal officials in urging that the revenue sharing offset be distributed on a dollar-for-dollar basis.

Although the state calculated its revenue-sharing offset distribution on the basis of a loss of 2⅓ quarterly payments in FY87, it appears likely that we will actually experience a loss of three payments or \$775,000. Present plans call for the complete elimination of the federal revenue sharing program in FY88.

A change in the manner in which free cash is utilized is recommended to avoid the possibility of revenue deficits in future years. We have included in our free cash projection the amount of \$1,500,000 which we know will be available on March 31, 1986 when we are allowed to update free cash. This will enable us to account for free cash on a current basis and do our budget planning based upon a free cash amount which is already known and certified. The June 30, 1986 certified free cash figure will be available for use in FY88.

While we are still heavily dependent on property taxes, we cannot over-emphasize the importance of a strong local receipts position and of receiving at least the same amount of additional state aid each year if we are to deal adequately with the revenue constraints imposed by Proposition 2½.

Service Programs

The Brookline Town Budget included in this FY87 Financial Plan totals \$67,738,969, an increase of \$1,139,607 or 1.71%. The amount included for the School Department — \$23,406,291 — represents the FY86 budget figure approved by Town Meeting last June, \$23,150,708, plus certain fixed cost increases identified by the school administration and totalling \$255,583 which are comparable to fixed costs included in the non-school budgets.

The Selectmen's budget guidelines for FY87 directed the Town Administrator to prepare level-funded budgets adjusted only by fixed cost increases or other legal obligations. That course has been followed in developing the service programs submitted herewith. The complement of permanent full-time and part-time employees remains constant at 822. The increase in contractual services of \$34,062 is offset by the decrease in supplies of \$33,883, and the capital equipment section of the budget

is increased by \$3,650.

With regard to major fixed costs, the group life/hospital insurance appropriation has had to be increased by \$350,000, which allows for an 8% increase in rates; recent legislation which revised the workers' compensation law results in an increase of \$89,327. The amount included to defray the cost of step-rate increases and fringe benefits arrived at in prior years' collective bargaining is \$80,000.

Other significant non-discretionary items which have been included are:

Water & sewer assessments	\$242,130
Reserve fund	100,000
Full funding—FY86 approved positions	67,653
Reassessment program	55,750
General insurance	50,000
Additional elections	35,000
Funds for excise lock box system	35,000
Reduced CD credit	20,643
Refuse disposal & traffic signal contracts	14,600
Building maintenance contracts	14,200

Budget decreases include:

Contract savings—new telephone system	163,104
Debt & interest	106,783
Medical disability fund	100,000
State census reimbursement	21,375
Veterans benefits	20,000
Unemployment compensation	15,000

With energy prices dropping at a rapid rate and with a few town departments experiencing favorable consumption patterns, we have been able to reduce the overall energy appropriation by \$101,627. Between now and May 1, we will be revisiting the energy budgets to determine the amount of additional savings that can be effected. The magnitude of the price reductions in recent weeks is illustrated in the cost of #2 fuel oil, which has dropped in price from 92¢ per gallon in December to 66¢ on January 27, and in the price of unleaded gasoline which has dropped from 98¢ to 83¢ per gallon over the same period.

Non-Appropriated Expenses and Abatement Reserves

The principal items included in this section of the Financial Plan are state and county assessments, the tax abatement reserve to deal with the effect of the Buehler Case, and the overlay to cover FY87 abatements. Since the MBTA assessment and the county tax are subject to the limitations of Proposition 2½, we have included an additional \$97,743 and \$17,890 for these two major expense items which total \$4,007,464 (MBTA) and \$733,484 (Norfolk County) respectively. We expect an underestimate, or additional assessment, in the amount of \$120,000 to appear on the FY87 cherry sheet in connection with the parking surcharge levied by the Regis-

try of Motor Vehicles in FY86 as well as an assessment for FY87 in the amount of \$80,000.

An appropriation of \$1.5 million to the tax abatement reserve will bring our total appropriation to date to over \$2 million and will leave a maximum of \$700,000 to be raised in FY88. Our proposed overlay of \$1.3 million for FY87 is 2.5% of the projected tax levy, consistent with the usual practice. Overall, the total increase in non-appropriated expenses is \$1,675,083.

Capital Programs

I have worked closely with the Director of Planning, the Planning Board, and the various town agencies in developing a six-year capital improvements program which provides for \$4,461,000 in projects to be funded on the tax levy and \$14,833,000 in projects to be bonded. This is in addition to water and sewer projects totaling \$9,539,500 which would be funded through our user charges, and projects that are financed through federal and/or state grants — \$5,309,506. The total of the six-year program is \$34,143,000.

Clearly, a well-balanced capital program requires that a certain amount of general fund revenues be appropriated annually to assist in capital improvement financing. As recently as the late 1970's the town was appropriating over \$1 million annually on the tax levy for projects

such as the replacement of fire equipment, park and playground improvements, and street rehabilitation. From FY79-FY85 the appropriations for projects of this type averaged \$285,849, virtually a moratorium. As a result, we now have a considerable backlog of projects to catch up on. Accordingly, we are recommending several projects in FY87 that will require the appropriation of \$657,000 on the levy. Larger sums are recommended in FY88 and FY89 and \$600,000-\$700,000 annually from FY90-FY92.

In developing the schedule of projects to be bonded, our goal is to stabilize the appropriation for debt service at the current level of \$2.8 million. That, coupled with a tax levy appropriation for capital projects of approximately \$750,000, would result in our dedicating about 5% of our annual town budget to capital projects — a very reasonable course. The town's outstanding debt is low, and additional bond issues should not affect adversely the town's credit rating.

Although our ability to raise the tax levy is severely limited, we can no longer ignore our pressing physical plant and equipment needs. In the years ahead the capital improvements program will be the most important component in the town's overall Financial Plan.

Collective Bargaining

Collective bargaining agreements with several bargaining units will expire on June 30, 1986. This Financial Plan contains an allotment for a salary adjustment for town employees which is consistent with the increase in the rate of inflation. Since the inception of Proposition 2½ five years ago, the town has made every effort not to reduce the personnel complement, while at the same time providing more than competitive salary adjustments for our employees. This was achieved by deferring capital needs, by imposing stringent limitations on operating budget increases, and by utilizing all of our free cash. In view of this background and the reduced rate of inflation, we are confident that the town and its collective bargaining units will come to mutually satisfactory agreements without undue delay.

Long-Term Outlook

As part of this comprehensive Financial Plan, we have attempted to look ahead and estimate our revenues and expenses over the next five years. These projections will, of course, have to be modified as events unfold, but we think they are reasonable for fiscal planning purposes. With regard to the outlook for the economy, most observers expect inflation to remain in the 3-5% range for the next year or so. The sharp drop in oil prices will have a significant effect in stabilizing the rate of inflation. On the revenue side, we anticipate the following developments:

- Revenues are expected to increase between \$3.5 and \$4 million or approximately 4.5% each year.

- New growth increase on the tax levy is estimated at \$500,000 annually.
- The state aid increase is unusually large for FY87 to offset a portion of federal aid losses. The increases in FY88 and beyond are not expected to be quite so large.
- The last revenue sharing payment of \$250,000 is expected to be received in FY87 — no payments in FY88 or in subsequent years.
- After the substantial increase in FY87, local receipts are expected to increase by approximately \$300,000 or 4% annually.
- Free cash for FY88 is estimated at \$2 million and is expected to remain at that level over the period.

The expenditure estimates take into consideration:

- The phase-out in FY88 and FY89 of the excess interest credit currently used to reduce the net appropriation for pensions.
- An average 5% increase in the areas of pensions and group health insurance.
- The need to provide for a substantial increase in our refuse contract appropriation in FY89.
- Provision for increased overlay appropriations in the revaluation years of FY88 and FY91.
- The phase-out of the tax abatement reserve account in FY88. (Buehler Case)
- Major bond issues for a highway garage and fire station which will be reflected in our debt service appropriation from FY90-FY92.
- A budget for collective bargaining which is consistent with the anticipated rate of inflation.

As you would expect, there are fluctuations between a surplus/deficit position over the period; nonetheless, the cumulative total of our long range revenue and expenditure estimates reflects a surplus of \$94,471."

I am pleased to report that the Town of Brookline Financial Plan for FY87 has been well received. Among other benefits, it has facilitated the budget review process by focusing the attention of reviewers on programmatic rather than line-item elements and has clarified the roles of the chief administrative officer and town department heads in presenting the operating budgets.

Local Aid to Offset Revenue Sharing Loss

The Selectmen and Town Administrator have been quite active in recent weeks in the statewide effort to have the State replace in full the federal revenue sharing loss of every community in the Commonwealth. As indicated in the financial plan, the formula employed originally would have reimbursed Brookline only to the extent of 19.5% of our loss, as estimated by the State, or \$109,213.

In the wake of Proposition 2½, cities and towns put aside their differences and achieved a remarkable consensus under which the needs of all communities for additional

FY87 FINANCIAL PLAN SUMMARY

	FY86	FY87	INCREASE
REVENUES			
Property Taxes	\$ 50,978,462	\$ 52,758,796	\$ 1,780,000
Local Receipts	11,255,937	12,247,327	991,390
State Aid	10,269,483	11,799,536	1,530,053
Revenue Sharing	1,025,000	250,000	(775,000)
Free Cash	229,152	1,500,000	1,270,848
Other Funds	509,058	724,531	215,473
Total Revenues	<u>\$ 74,267,092</u>	<u>\$ 79,280,190</u>	<u>\$ 5,013,098</u>
NON-APPROPRIATED EXPENSES			
Local Expenses & Offsets	\$ 931,686	\$ 1,066,255	\$ 134,569
State & County Charges	4,652,768	5,057,076	404,308
Overlay	1,144,269	1,300,000	155,731
Tax Abatement Reserve	519,525	1,500,000	980,475
Total Non-Appropriated Expenses	<u>\$ 7,248,248</u>	<u>\$ 8,923,331</u>	<u>\$ 1,139,607</u>
BUDGETS			
Town	\$ 43,580,283	\$ 44,332,678	\$ 752,395
School	23,019,079	23,406,291	387,212
Total Budgets	<u>\$ 66,599,362</u>	<u>\$ 67,738,969</u>	<u>\$ 1,139,607</u>
SPECIAL APPROPRIATIONS			
CIP	\$ 419,482	\$ 791,500	\$ 372,018
Collective Bargaining	—	1,826,390	1,826,390
Total Special Appropriations	<u>\$ 419,482</u>	<u>\$ 2,617,890</u>	<u>\$ 2,198,408</u>
TOTAL EXPENSES	<u><u>\$ 74,267,092</u></u>	<u><u>\$ 79,280,190</u></u>	<u><u>\$ 5,013,098</u></u>
BALANCE	<u>—0—</u>	<u>—0—</u>	<u>—0—</u>
FEBRUARY 11, 1986			

local aid were recognized. A highly successful approach was taken that gave some additional aid to each community, since each community was limited by Proposition 2½, but proportionately the most aid to "poorer" communities. Under this consensus approach, the neediest communities in the state received, on a per capita basis, as much as ten times more aid than the most affluent communities. While this approach was not perfect, most municipalities felt they received a fair share of new resources. Local aid was no longer the political football it had been in the late 1970's and early 1980's. Some semblance of order and coordination had been brought to the municipal budget process and its coordination with state finances.

The proposal this year to offset general revenue sharing losses shattered the process that had worked so well. The formula, which had no local input, clearly divided the state's municipalities, pitting the interests of one group against another. The formula, according to the Massachusetts Municipal Association, appeared to penalize smaller communities, communities that are not taxing to their full capacities under Proposition 2½, and communities that have budget reserves, sometimes referred to as "free cash." The state alleged that this approach gives more revenue sharing offset money to the neediest communities, and that the other communities ought to make fuller use of their own resources in order to make up their losses.

Since Brookline met none of the foregoing tests and would receive slightly in excess of the proposed 10% minimum, we could only assume that another factor in the formula, per capita personal income, was heavily weighted against communities such as Brookline. Its place in a local aid distribution formula, given the property tax constraints under Proposition 2½, is highly questionable. We expressed our dissatisfaction with the administration plan in the following letter to the Governor:

"Dear Governor Dukakis:

We feel strongly that the formula which the Administration proposes to utilize in distributing funds to the Commonwealth's cities and towns to offset General Revenue Sharing losses does not at all address the needs of many communities, including ours. A formula that effectively penalizes 239 communities, those slated to receive less than 90% reimbursement, can hardly be called equitable. Moreover, the Administration's proposal clearly sends a message to increase property taxes, especially in communities — unlike Brookline — which have any unused taxing capacity or free cash. How can a State with a huge surplus and a history of overreliance on the property tax be forcing its communities to choose between further increasing property taxes or eliminating basic services?

In defense of the formula there have been several references by Administration officials to the "wealthier communities with large reserves." We, however, are neither;

we have no free cash and our levy on property taxes is up to the 2½% maximum. With this scenario, we find totally unacceptable a distribution formula which allocates to Brookline, \$109,213, 19.5% of the amount estimated by the State to be our revenue-sharing loss in FY87.

We also wish to correct the apparent misconception on the part of many State officials that Brookline falls into the category of an "affluent community". That is hardly the case when you realize:

1. That 44% of the town's residents (24,000 people) are considered to be low-to-moderate income (under 80% of median income) and fewer than 4,000 of these live in public or subsidized housing;
2. That 37.8% of our households (almost 9,000 households) are low-to-moderate income;
3. That 45% of our non-subsidized rental households spend more than 30% of their income on housing costs. Of these 6,000 households, 42% are occupied by residents age 62 or over. Approximately 600 elderly persons are currently on the public housing waiting list (3-4 year wait);
4. With a median household income of \$18,694, we rank 78th out of 101 communities in the Boston metropolitan area; and
5. We have to cope with the same social and infrastructure problems that beset the older, urban communities in the Commonwealth.

Brookline has always supported the traditional needs based local assistance formula for distributing state-aid. While Brookline will receive \$19.97 per person under this formula for distributing the basic \$182 million in additional assistance, as compared to many cities which will be receiving \$42-\$62 per person, we thoroughly appreciate the need for this disparity. Brookline and other municipalities have worked together over the years to help those truly in need. It is unfortunate that communities are now being pitted against each other as the Administration's new formula for revenue-sharing replacement assures.

The Federal government has chosen to neglect both social programs and local needs. Given the constraints of Proposition 2½, we have no place else to turn but to the state which can easily afford the additional amount required to replace the entire revenue sharing deficit.

For the foregoing reasons, we strongly urge dollar-for-dollar replacement of Revenue Sharing losses to help all communities while continuing to take care of those in need. The cities and towns have cooperated in the past with you to be fair in the matter of local aid. This program should be no exception.

Sincerely,
Zvi A. Sesling
Edward Novakoff
Jeffrey P. Allen
Martin R. Rosenthal
Estelle Katz
Board of Selectmen"

Disclosure of the fact that the state's surplus far exceeded earlier estimates gave impetus to the efforts of the Massachusetts Municipal Association and communities such as Brookline which pressed hard for the replacement of revenue-sharing losses on a dollar-for-dollar basis.

At this writing it appears that our efforts have been productive. Action in the House of Representatives, if concurred in by the State Senate and approved by the Governor, would assure Brookline of 90% of its revenue sharing loss, an increase in local aid of about \$400,000. We are deeply appreciative of the strong support we received from Senator Jack H. Backman and Representatives John Businger and Eleanor Myerson, who clearly understood our position and the town's financial needs and acted accordingly.

Data Processing and Telecommunications

During the year the Selectmen's Computer Advisory Committee and its consultant, Deloitte, Haskins and Sells, conducted a data processing and telecommunications needs analysis. The result of the analysis was a recommendation to replace both systems. Town Meeting supported this recommendation and appropriated the necessary funds at the 1985 Annual Town Meeting.

The committee then developed the Request for Proposals (RFP) for the telecommunications system and completed the bid process. Tel Plus Communications of New England, Inc. was awarded the contract on March 4, 1986 to install a new state-of-the-art telephone system covering all town departments. The system is scheduled to be operational by July 18, 1986.

In regards to the data processing system, the committee developed and issued the RFP. Proposals have been received and are currently being evaluated. This project, which involves the replacement or updating of virtually all the town and school computer hardware and software, is extremely large and complicated with far-reaching consequences. The evaluation and selection process is expected to be a lengthy one with the final decision not expected to be made until early fall.

We are deeply indebted to the committee for their many hours of professional service. The town is indeed fortunate to have such talented and civic-minded citizens as Robert M. Stein, Craig Colon, Paul Polishuk, Peter B. Miller, and Edward N. Gadsby, Jr. to assist in projects of this magnitude and complexity.

Management by Objectives

Peter Drucker brought the phrase management by objectives (MBO) into common use in 1954. Since the early seventies MBO has emerged as a well-defined, realistic management approach. In one form or another, it has found wide acceptance in local government.

Management by objectives is a way of getting improved results in managerial action. It is not an addition to a manager's job but rather a way of doing it. It is based on observations of what successful executives do in both public and private sector organizations. It relates to several key problems in managing an organization:

- Identifying what is expected in terms of results — both organizationally and individually.
- Obtaining teamwork by identifying organizational and

departmental missions.

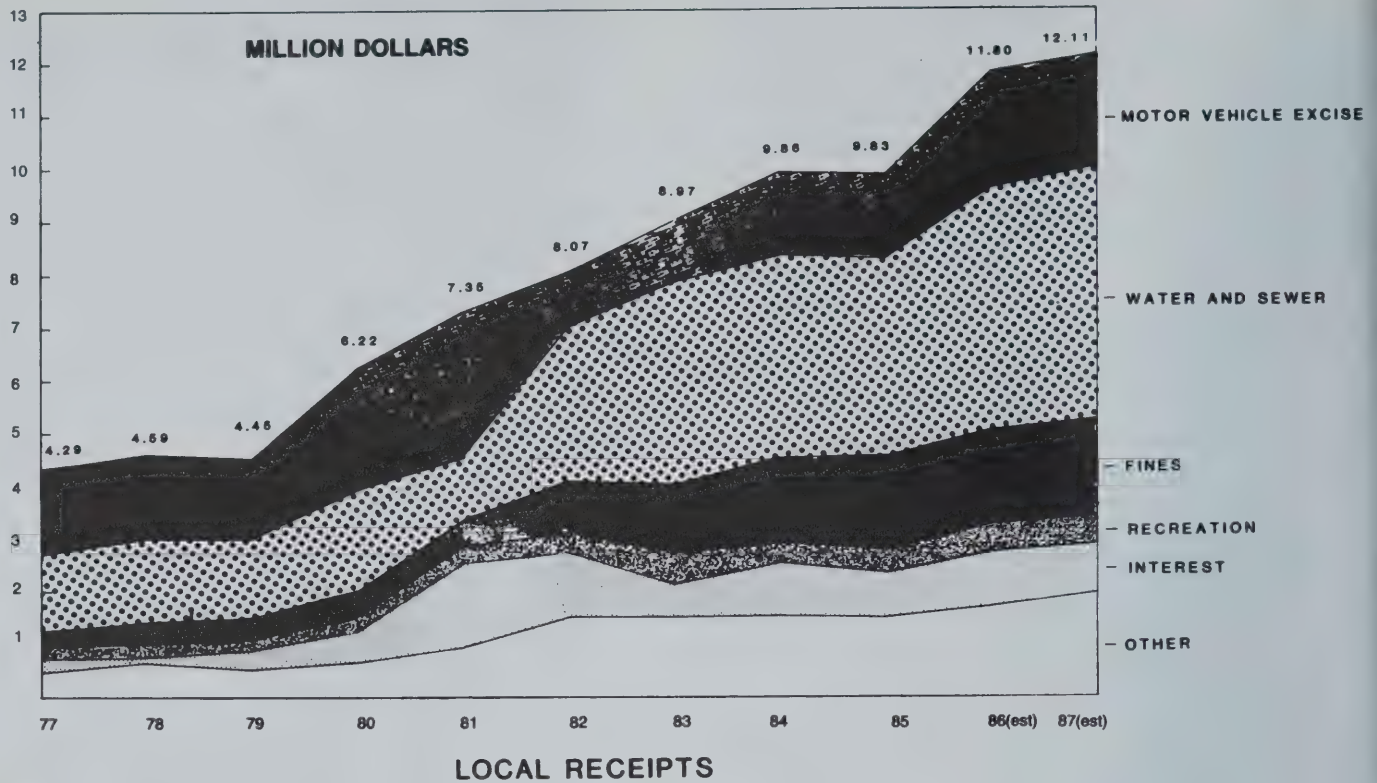
- Programming work by setting terminal dates for tasks.
- Recognizing progress by comparing actual results to planned results.
- Improving control by shifting from control over people to control over results.
- Reducing the amount of time necessary to effectively manage a department.

In its briefest form, management by objectives can be described as a managerial system whereby the superior and subordinate agree upon the subordinate's major result areas, define objectives, and measure results against those objectives. A government's true excellence is measured by its outputs, not by the resources required to produce these outputs nor by the process that was followed to produce them. This means that once organizational purpose has been identified, the place to start analyzing or building a management system is with its outputs or results. It is not until the results are defined that we can specify how we are going to reach them and in what activities we will need to engage or what resources are going to be required.

It is essential that administrators and department heads formulate objectives; they must specify the nature of the system's results and then manage with these goals in mind. This approach differs from traditional management strategies simply by placing emphasis on results rather than on the activities or resources required to achieve those results. The distinction between them is illustrated by examining two different descriptions of an administrator's job. One is the traditional job description — an enumeration, often in great detail, of what the job holder does. The other, a specification of objectives, enumerates what results will be achieved, what will happen. It is the latter that provides the basis for a true management system which effectively utilizes the human resources of the organization.

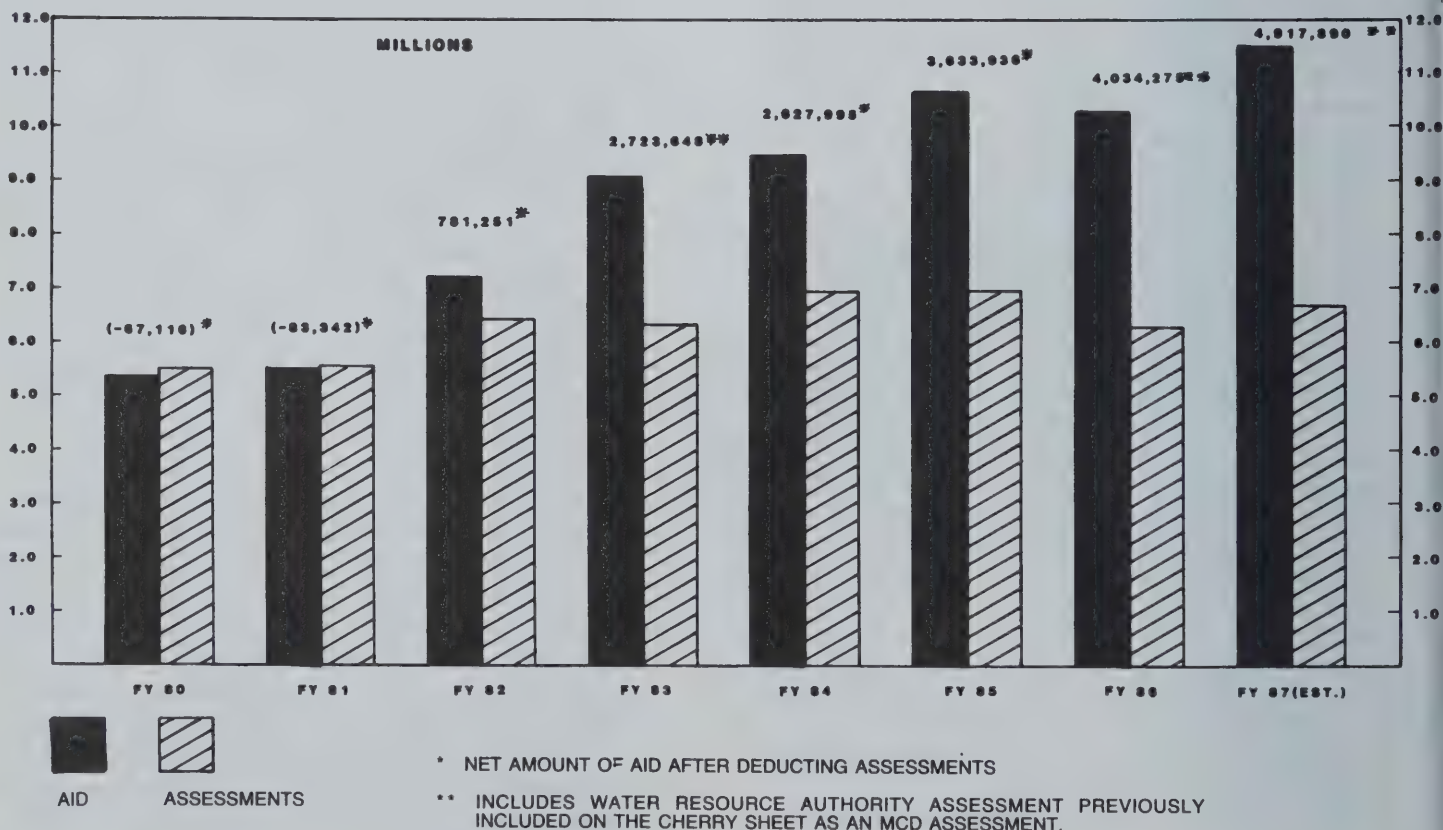
Management by objectives, then, helps yield better results, lower costs, improved productivity, more effective delivery of service, and the development of subordinates' best abilities. In Brookline, an important component of this process is the program budget with its stress on departmental goals and objectives and the collection of activity/output data. The effectiveness of this management tool has been demonstrated during the Selectmen's budget reviews over the past few years which have focused on departmental objectives and program evaluation rather than on the traditional host of line-item detailed expenditures.

One of the principal recommendations of the Committee on Town Organization and Structure was that the Town Administrator should provide the Board of Selectmen with annual written evaluations of all department heads and key management personnel. Our objective-setting process will be most helpful in this regard and will constitute an important part of the employee evaluation program. *Appraisal by objectives* (ABO) is a logical extension of *management by objectives* (MBO) as it holds management-level personnel accountable for the degree of success achieved.



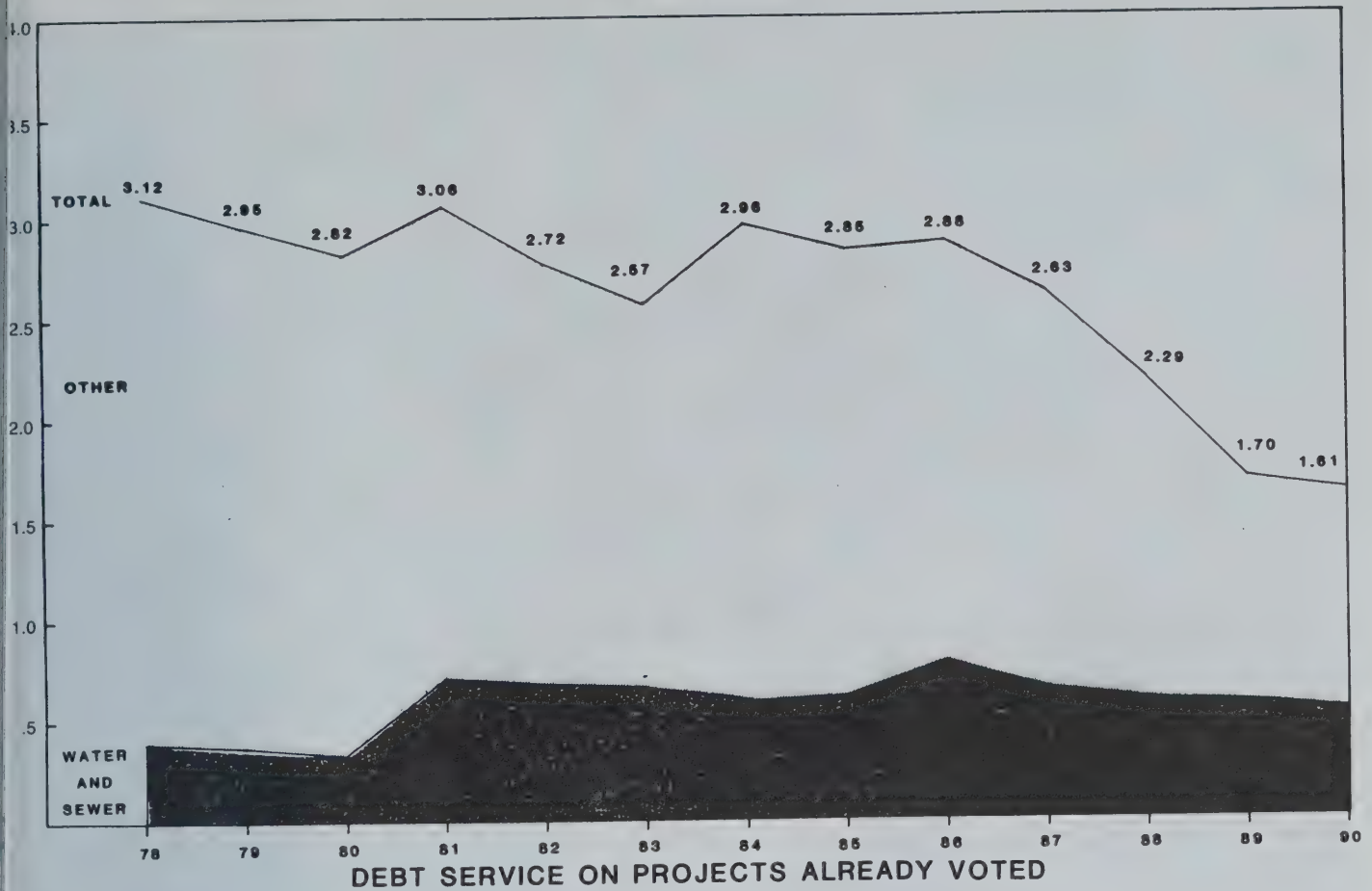
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STATE AID AND ASSESSMENTS



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MILLION DOLLARS



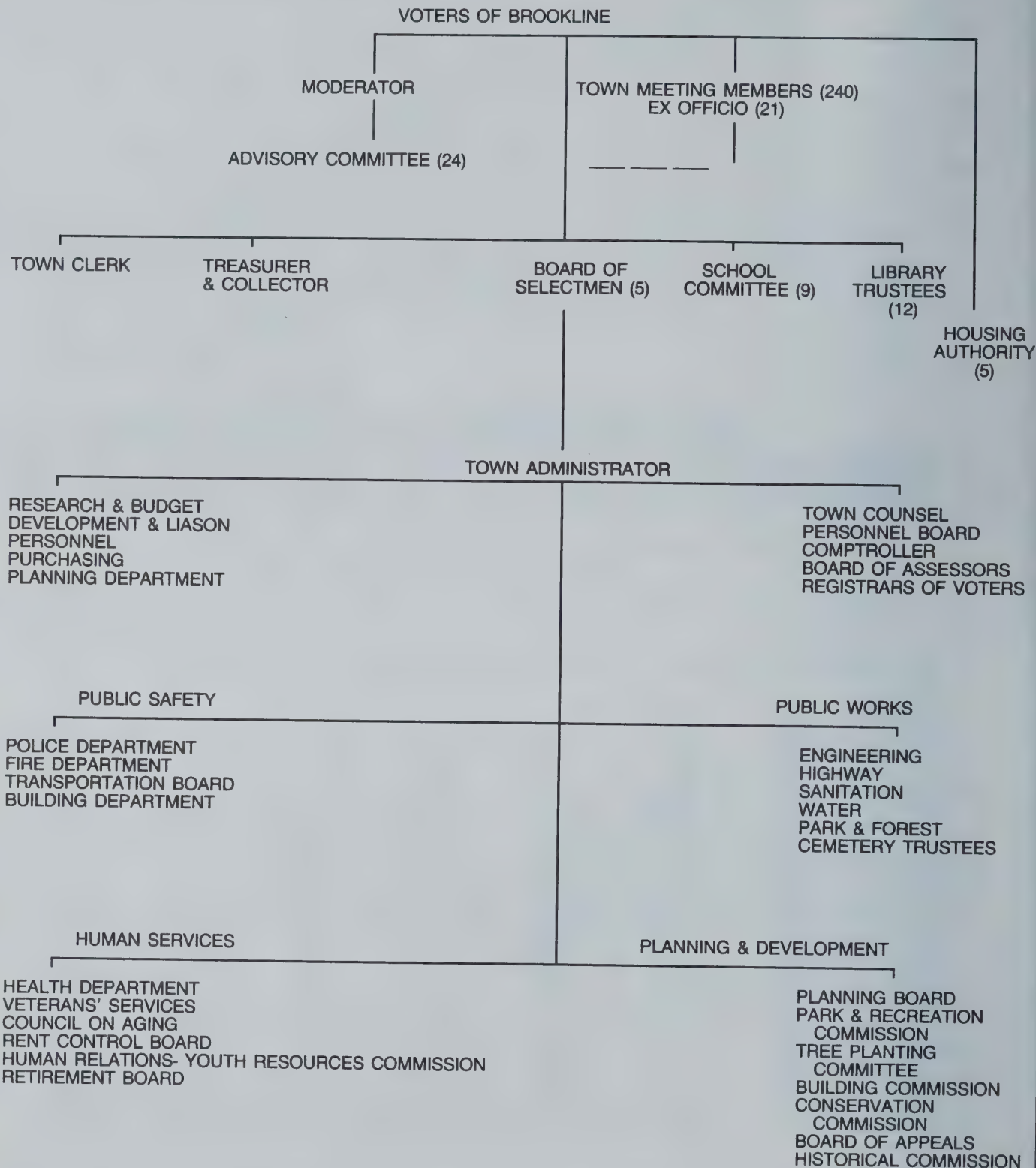
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LONG RANGE PROJECTION OF INCREMENTAL REVENUES AND EXPENDITURES

	FY87	FY88	FY89	FY90	FY91	FY92	CUMULATIVE TOTAL
REVENUES							
Property Taxes-New Growth	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Property Taxes-Base	1,280,334	1,318,970	1,364,444	1,411,055	1,458,832	1,507,802	8,341,437
State Aid	1,530,053	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	8,530,053
Federal Revenue Sharing	(775,000)	(250,000)	-0-	-0-	-0-	-0-	(1,025,000)
Local Receipts	991,390	300,000	325,000	350,000	375,000	400,000	2,741,390
Free Cash	1,270,848	500,000	-0-	-0-	-0-	-0-	1,670,848
Other Available Funds	215,473	100,000	100,000	25,000	25,000	25,000	490,473
Total Revenue	5,013,098	3,668,970	3,589,444	3,686,055	3,858,932	4,032,802	23,744,201
EXPENSES							
Pensions & Group Health	432,327	900,000	1,000,000	500,000	500,000	500,000	3,832,327
Other Fixed Costs	653,496	650,000	1,675,000	700,000	725,000	750,000	5,237,605
Other Budget Increases	160,567	100,000	104,000	108,160	112,486	116,986	644,141
Capital & Debt Service	265,235	225,000	(35,000)	900,000	(145,000)	(295,000)	915,235
Tax Abatement Reserve	980,475	(800,000)	(700,000)	-0-	-0-	-0-	(519,525)
Non-Appropriated Expenses	694,608	400,000	(75,000)	225,000	550,000	(100,000)	1,594,608
Collective Bargaining	1,826,390	1,875,000	1,950,000	2,025,000	2,100,000	2,200,000	11,950,339
Total Expenses	5,013,098	3,350,000	3,919,000	4,458,160	3,842,486	3,171,986	23,654,730
Surplus (Deficit)	-0-	318,970	(329,556)	(772,105)	16,346	860,816	94,471

2/11/86

GOVERNMENT OF THE TOWN OF BROOKLINE





Town Meeting — January 1985

TOWN MODERATOR

The Moderator is elected in a town-wide election every three years and is charged with conducting the town meeting and appointing two standing committees—the Advisory Committee and the Committee on Town Organization and Structure. In addition, he appoints special committees when a vote at a town meeting directs him to do so.

The authority to appoint committees is an important aspect of the Moderator's job, although less public than presiding over the town meetings themselves. This past year has shown how important those committees can be to the political life of the town.

The Advisory Committee, with seasoned leadership, plays the chief role in presenting a balanced and carefully tested budget to the town. It is also the place where town legislation of all sorts gets thoughtfully reviewed before coming to the floor of town meeting.

The Committee on Town Organization and Structure comprises two former selectmen, a former Advisory Com-

mittee chair, a former superintendent of schools, and three other citizens with broad experience in town affairs. It gives the town thoughtful and senior advice respecting long range issues.

The reorganization of the Executive Secretary into the Town Administration is one of the responsibilities which CTO&S has recently acquitted so successfully.

For the approaching annual town meeting, three special Moderator's committees will be reporting on knotty problems: the zoning adjacent to the Muddy River at Brookline Village, the future use of the fire stations on Washington Street, and the relocation of the town garage. In each instance, town meeting felt it could resolve the issue more effectively after a smaller group of its members had studied the alternatives and reported a recommendation.

The Moderator's task is to find qualified citizens willing to serve the town to man and woman these committees. To date the town has been fortunate indeed in the quality and dedication of committee work.

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

The Committee on Town Organization and Structure is a seven-member citizen committee appointed by the Moderator to maintain a continuing scrutiny of the organizational structure of the town. Ruth D. Dorfman continued to serve as Chairman with Committee members: Jean D. Berg, Mark A. Michelson, Morton Robert Godine, Laura B. Moore, Robert I. Sperber, and Robert M. Stein.

During 1985, the Committee undertook an indepth study of the Executive Branch of the government in the Town of Brookline. The study was prompted by a widespread concern about the diffuseness of authority within the executive branch. The increasing complexities of municipal problems had exacerbated the situation. The committee suggested that a more defined relationship between the Board of Selectmen and the Executive Secretary and clearer lines of authority among the Selectmen, Executive Secretary, and Department Heads was needed to have a more efficient and more accountable executive branch. A stronger administration would then be in a better position to anticipate problems rather than react to them.

The Town Meeting adopted the recommendations of the Committee and The Great and General Court established the office of Town Administrator, subject to the review, direction and approval of the Board of Selectmen. The Committee believes that greater accountability will result from having created a Town Administrator with statutory authority for: daily administrative functions; recommendations on all financial matters, including the operating budget; the Capital Improvement Plan; collective bargaining settlements; unclassified expenditures; revenues and assessments; recruitment and hiring; supervision and training; departmental organization; coordination of intra- and inter- governmental affairs; and the responsibility to see that Town Meeting directives are implemented.

The Committee anticipates that having a Town Administrator with greater managerial responsibility and authority is likely to result in greater attention being paid

to the fundamental long-term financial problems of the town. The Board of Selectmen would, as elected officials, set the tone and direction for the community, while the trained professional in management of municipal government would serve as a partner in raising and framing issues, anticipating problems and presenting options. This will create a leadership team where accountability for the adequacy, cost and efficiency of supplying town services is clearly identified.

The members of the Committee firmly believe that all of the actions recommended in our report will strengthen Brookline's executive government. Providing clarification of the respective roles of the Board of Selectmen and the Town Administrator, makes each more relevant to the important issues that face our town. By delineating between administrative responsibilities on the one hand and executive and policy responsibilities on the other, the structure will allow the Town Administrator to function efficiently, effectively and accountably, and encourage the Selectmen to concentrate on the social, economic and political issues and changes in the community and to translate their thoughts and concepts into specific policy and financial approaches for education, housing, development, zoning, transportation, health, recreation and the myriad of other services that make up local government. Overall, the community should benefit from an increase in accountability and measured performance for every tax dollar spent, while fully retaining the accessibility and responsiveness so cherished by its citizens.

The Committee is pleased to note that the Board of Selectmen unanimously appointed Richard T. Leary as Brookline's first Town Administrator.

As the year drew to a close, the Committee was in the midst of drafting a By-law for delegating various license authority for appropriate Department review as provided for in recently adopted legislation.

Copies of all committee reports are on file and available to the public in the office of the Town Clerk.

TOWN MEETINGS

HIGHLIGHTS

Special Town Meeting January 22, 1985

A ten article Special Town Meeting scheduled for 7:30 p.m. on Tuesday, January 22, 1985 was dissolved at 11:30 p.m. on Wednesday, January 23, 1985.

Special Town Meeting April 16, 1985

A one article Special Town Meeting scheduled for 8:00 p.m. on Tuesday, April 16, 1985 was dissolved at 9:10 p.m. on Tuesday, April 16, 1985.

1985 Annual Town Meeting May 29, 1985

Moderator Carl M. Sapers called to order the Annual Town Meeting on Wednesday, May 29, 1985 at 7:30 p.m. The first verse of the Star Spangled Banner was sung by the audience. There were thirty-seven articles contained in the Warrant of the Annual Town Meeting.

The meeting was dissolved at 11:29 p.m. on Tuesday, June 4, 1985.

Special Town Meeting May 29, 1985

A one article Special Town Meeting scheduled for 8:30 p.m. on Wednesday, May 29, 1985 was dissolved at 8:43 p.m. on Wednesday, May 29, 1985.

Special Town Meeting October 1, 1985

A two article Special Town Meeting scheduled for 8:00 p.m. on Tuesday, October 1, 1985 was dissolved at 9:27 p.m. on Tuesday, October 1, 1985.

Special Town Meeting November 19, 1985

A twenty-five article Special Town Meeting scheduled for 8:00 p.m. on Tuesday, November 19, 1985 was dissolved at 11:25 p.m. on Tuesday, November 26, 1985.

SUMMARY OF ACTIONS TAKEN

Special Town Meeting January 22, 1985

Article 1. **Zoning Bylaw Amendments.** Favorable Action was taken.

Article 2. **Zoning Bylaw Amendments.** The first motion was Defeated. The second motion received Favorable Action.

Article 3. **FY-86 Community Development Block Grant Program.** Favorable Action was Voted Unanimously.

Article 4. **Collective Bargaining Agreement, Brookline Branch, Massachusetts Police Association, fund ing authorization.** Favorable Action was Voted Unanimously.

Article 5. **Unpaid bills of prior years, payment of.** Favorable Action was Voted Unanimously.

Article 6. **Amendment to Town Bylaws, add new section Article I-D, Procedure for Roll Call Votes.** No Action was taken.

Article 7. **Legislation—An Act authorizing the Town of Brookline Board of Selectmen to set certain license fees.** Favorable Action was Voted Unanimously.

Article 8. **Amendment to Town Bylaws, Article I, Section 3(a) relative to the Advisory Committee (By petition).** A motion of Favorable Action was Defeated.

Article 9. **Amendment to Town Bylaws, Article XXXVIII, Rent and Eviction Control, Section 7, add new paragraph (b) (By petition).** Favorable Action was Voted as Amended.

Article 10. **Appropriation of Free Cash.** Favorable Action was Voted Unanimously.

Special Town Meeting April 16, 1985

Article 1. **Revocation of acceptance of Massachusetts General Laws, Chapter 41, Section 25, relative to appointment of Town Assessors.** A motion of Favorable Action was Defeated.

Annual Town Meeting May 29, 1985

Article 1. **Measurers of Wood and Bark, appointment of.** Voted Unanimously that the number of Measurers of Wood and Bark be two.

Article 2. **Temporary Borrowing.** Voted to borrow money from time to time.

Article 3. **Classification and Pay Plans, amendments (Article I-B of the Town Bylaws).** Favorable Action was Voted Unanimously.

Article 4. **Annual Appropriation Article.** Voted to adopt an operating budget of \$67,522,224 for fiscal year 1986.

Article 5. **Special appropriations, closeout of unencumbered balances.** Favorable Action was Voted Unanimously.

Article 6. **Unpaid bills of prior years, payment of.** Favorable Action was Voted by a Majority.

Article 7. **FY1985 Community Development Block Grant Program, reallocation of funds.** It was Voted Unanimously to authorize the Board of Selectmen to amend the Community Development Block Grant Program by reallocating certain funding.

Article 8. **Appropriation of funds to conduct a feasibility study relative to combining/rebuilding/refurbishing two fire stations (\$20,000).** Voted Unanimously to refer this article to both a Moderator's Committee and to the October Special Town Meeting.

Article 9. **Appropriation of funds to refurbish Reserve Ladder -5 (\$45,000).** Favorable Action was Voted Unanimously.

Article 10. **Appropriation of funds to hire a Library Automation Consultant (\$20,000).** Favorable Action was Voted Unanimously.

Article 11. **Appropriation of funds for the implementation of building modifications to conserve the use of energy in municipal facilities (\$355,000).** Favorable action was Voted Unanimously.

Article 12. **Appropriation of funds for the High School roof replacement, 1932 Wing and Schluntz Gymnasium (\$120,000).** Favorable Action was Voted Unanimously.

Article 13. **Appropriation of funds for consultants' and architects' fees for planning phase of building modifications at Brookline High School for modernization of science laboratories (\$50,000).** Favorable Action was Voted Unanimously.

Article 14. **Repair, reconstruction and resurfacing of certain streets, under Chapter 234 of the Acts of 1984 (\$106,221).** Favorable Action was Voted Unanimously.

Article 15. **Repair, reconstruction and maintenance of certain streets, appropriation of funds (\$150,000).** Favorable Action was Voted Unanimously.

Article 16. **Appropriation of funds for the upgrading and/or replacement of the Town's data processing and telecommunications systems.** Favorable Action was Voted Unanimously as Amended.

Article 17. **Reconstruction of Amory Playground and Amory Woods, appropriation of funds (\$267,850).** Favorable Action was Voted by a Majority.

Article 18. **Rehabilitation of Eliot Recreation Center and Warren Playground, appropriation of funds (\$120,000).** (By petition). No action was taken.

Article 19. **Appropriation of funds (\$15,000) for capital improvements to Corey Hill Park** (By petition). No Action was taken.

Article 20. **Appropriation of funds to bring an appeal in Superior Court from the DEQE final decision authorizing the construction and installation of MATEP's diesels.** Favorable Action was Voted by a Majority.

Article 21. **Appropriation of funds to commence the FY1988 revaluation program.** No Action was taken.

Article 22. **Appropriation of funds to hire a professional consultant to prepare a report on rent control housing in the town.** A motion of Favorable Action was defeated by a Majority.

Article 23. **Appropriation of funds for a demographic study (\$30,000) and a study of the development of certain parcels in the town (\$20,000).** Favorable Action was Voted Unanimously as Amended.

Article 24. **Home Rule Legislation establishing the position of Town Administrator, prescribing the duties and responsibilities thereof, and providing for certain other changes in administrative procedures.** Favorable Action was Voted by a Majority.

Article 25. **Transfer of portion of investment account into Pension Reserve Fund of the Town of Brookline.** Favorable Action was Voted Unanimously.

Article 26. **Disapproval of decision of Town's Retirement Board to participate in Pension Reserves Investment Trust Fund.** No Action was taken.

Article 27. **Amendment to Town Bylaws, Article XVIII, add new section relative to handicapped parking spaces in off-street parking areas.** Favorable Action was Voted Unanimously.

Article 28. **Amendment to Town Bylaws to provide for non-criminal disposition of violations of Town Bylaws.** Favorable Action was Voted Unanimously.

Article 29. **Amendment to Town Bylaws, add new**

section article I-C, Town Meeting Procedures, relative to saluting the flag and singing the national anthem (By petition). A motion of Favorable Action was Defeated by a Majority.

Article 30. **Amendment to Town Bylaws to restrict the hours during which the engines of certain vehicles may be left idling.** It was Voted by a Majority to refer this Article to the Fall Town Meeting.

Article 31. **Amendment to Town Bylaws, Article XXXVI, Section 1, add new sentence relative to hours of operation of supermarkets and stores that sell food (By petition).** No Action was taken.

Article 32. **Amendment to Town Bylaws, Article I, Sections 2 and 3(d) relative to procedures at Town Meetings.** Favorable Action was Voted by a Majority.

Article 33. **Legislation—An Act for the Orderly Scheduling of Special Town Meetings in the Town of Brookline.** Favorable Action was Voted by a Majority.

Article 34. **Resolution relative to the policy of the Town setting water and sewer rates (By petition).** Favorable Action was Voted by a Majority.

Article 35. **Reports of Town Officers.** No Action was taken.

Article 36. **Borrowing.** No Action was taken.

Article 37. **Available funds.** No Action was taken.

Special Town Meeting May 29, 1985

Article 1. **Appropriation of funds to supplement and increase Fiscal Year 1985 budget appropriations.** Favorable Action was Voted by a Majority.

Special Town Meeting October 1, 1985

Article 1. **Changes or modifications to the annual appropriation article.** Favorable Action was Voted by a Majority.

Article 2. **Appropriation of free cash.** Favorable Action was Voted by a Majority.

Special Town Meeting November 19, 1985

Article 1. **Amendment to Zoning Bylaws—Miscellaneous changes.** Favorable Action was Voted by a Majority as Amended.

Article 2. **Amendment to Zoning Bylaws—Beacon Street downzoning (By petition).** Favorable Action was Voted by a Majority as Amended.

Article 3. **Amendment to Zoning Bylaws—Brookline Avenue rezoning (By petition).** It was Voted by a Majority to refer this Article to a Study Committee and a report and a recommendation to be made on or before the 1986 Annual Town Meeting.

Article 4. **Amendment to Zoning Bylaws—regulation of educational uses in residential districts.** Favorable

Action was Voted by a Majority to file a petition with the General Court.

Article 5. **FY87 Community Development Block Grant application.** Favorable Action was Voted by a Majority as Amended.

Article 6. **Transfer of funds for unpaid bills of prior years.** Favorable Action was Voted Unanimously.

Article 7. **Transfer of funds for a feasibility study for a Highway Maintenance Facility.** It was Voted by a Majority to refer this Article to a Moderator's Committee and its report to be included in the Warrant for the 1986 Annual Town Meeting.

Article 8. **Authorization to enter into lease/purchase agreements.** Favorable Action was Voted by a Majority.

Article 9. **Amendment to Town Bylaws, Article XV—Sealer of Weights and Measures' fee schedule.** Favorable Action was Voted by a Majority.

Article 10. **Amendment to Town Bylaws, Article VIII, Section 5—Town Clerk's fee schedule.** Favorable Action was Voted by a Majority as Amended.

Article 11. **Amend the Fire Department fee schedule.** Favorable Action was Voted by a Majority.

Article 12. **Amendment to Town Bylaws, Article XXXI, Section 2—registration fee for solicitors and canvassors.** Favorable Action was Voted by a Majority.

Article 13. **Amendment to Town Bylaws, Article XXII, Section 5(A)—penalties for dog control violations.** Favorable Action was Voted by a Majority.

Article 14. **Amendment to Town Bylaws, Article XXI, section 3(b)—non-criminal disposition of dog control violations.** Favorable Action was Voted by a Majority.

Article 15. **Acceptance of Chapter 64G, Section 3A—room occupancy tax.** Favorable Action was Voted

by a Majority.

Article 16. **Adoption of a CATV franchise licensing fee.** Favorable Action was Voted by a Majority.

Article 17. **An Act authorizing the Town of Brookline to establish fees and charges presently established by state statute.** Favorable Action was Voted by a Majority.

Article 18. **Legislation—An Act authorizing the Town of Brookline to place a lien on certain properties.** Favorable Action was Voted by a Majority as Amended.

Article 19. **Acceptance of Chapter 60, Section 106—property taxes not in excess of twenty-five dollars due and payable in a single payment.** Favorable Action was Voted by a Majority.

Article 20. **Legislation—An Act authorizing the Town of Brookline to incur debt for tax abatement deficits.** No Action was taken.

Article 21. **Legislation—An Act authorizing the Selectmen to establish a water and sewer enterprise fund.** Favorable Action was Voted by a Majority.

Article 22. **Authorize Police Chief to promulgate rules and regulations relative to false and/or defective signals from burglar alarms.** Favorable Action was Voted by a Majority.

Article 23. **Acceptance of a teacher professional development grant under the provisions of Section 13 of Chapter 188 of the Acts of 1985.** Favorable Action was Voted by a Majority.

Article 24. **Resolution designating the Town of Brookline as a sanctuary for refugees from El Salvador, Guatemala and Haiti (By petition).** Favorable Action was Voted by a Majority.

Article 25. **Reports of Town Officers and Committees.** No Action was taken.

1985 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to Attend	Attended	Precinct	Name	Eligible to Attend	Attended
03	Abrams, Betsy F.	8	8	13	Fine, Jonathan S.	8	8
03	Abrams, Robert T.	8	8	16	Firestone, Mary	8	8
13	Adelson, David	8	8	13	Fitzgibbons, James M.	8	7
AL	Allen, Jeffrey P.	8	8	06	Ford, Daniel F.	8	6
07	Allen, Albert L.	8	8	03	Forde, Terence H.	8	6
12	Alper, Benedict S.	8	8	15	Fortier, Albert M. Jr.	8	8
14	Ames, Charles C.	8	6	16	Frawley, Regina M.	8	8
14	Ames, Kathleen L.	8	8	12	Freedman, Gertrude C.	8	8
14	Austin, Constance S.	8	6	02	Freedman, Lillian J.	8	8
02	Bachrach, David	8	4	03	Freilich, Joel	8	4
AL	Backman, Jack H.	8	6	01	Fried, Joan J.	8	6
04	Barron, Matt L.	8	7	05	Gadsby, Edward N. Jr.	8	8
06	Bassett, John	8	8	02	Gelb, Carol	8	7
14	Baxter, James J.	8	6	13	Gelber, Robert E.	8	6
05	Beasley, Chris	8	8	11	Giller, Phyllis D.	8	8
11	Becker, Jules Leonard	8	6	08	Glazer, Marjorie	8	4
13	Benka, Richard W.	8	8	16	Glick, Marilyn	8	6
10	Berenson, Steven	8	5	13	Golburgh, Linda G.	8	8
11	Bernheimer, Robert	8	7	09	Gold-Pitegoff, Alex	8	8
10	Bernstein, Patricia E.	8	7	09	Gold-Pitegoff, Linda	8	8
09	Blumsack, Jo Ann	8	7	16	Goldenberg, Stephen B.	8	8
08	Bolon, Craig	8	7	10	Goldman, Milton	8	7
07	Bram, Phyllis	8	6	08	Goldstein, David-Marc	8	8
11	Brasman, Michael M.	8	3	08	Goodwin, Herbert N.	8	5
15	Bridge, Harrison P.	8	8	08	Goodwin, Rhoda S.	8	6
13	Brooks, Deborah G.	8	6	02	Grossman, Betty J.	8	5
10	Brown, Roy Howard	8	7	07	Grubinger, Eva M.	8	6
04	Bruno, Dorothy	8	8	16	Haase, Shalom	8	5
01	Brussel, Sylvia G.	8	7	08	Hajer, Marilyn	8	8
06	Burke-Meehan, Virginia	8	7	01	Hall, Ferris M.	8	6
AL	Businger, John A.	8	8	15	Hall, John M.	8	7
11	Carey, Joseph P. Jr.	8	8	16	Halperin, Ethel	8	7
05	Cavanaugh, Francis P.	8	6	16	Halperin, Theodore	8	6
02	Chamberlin, Robert H.	8	7	AL	Halpern, Frances	8	6
01	Christian, Michael	8	4	13	Hamblin, Bruce W. Jr.	8	7
04	Churchill, Gloria	3	2	05	Harris, Mary J.	8	7
01	Cockfield, James E.	8	7	10	Hass, Dorothea	8	7
15	Coffin, Barbara J.	8	4	14	Heffernan, Dorothy M.	8	6
14	Cofield, Juan M.	8	5	05	Hennessey, James A. Jr.	8	6
16	Cohen, Abbe	8	6	03	Hermos, John A.	8	7
12	Cohen, Deborah Kaplan	8	7	05	Hertzmark, Joan	8	8
09	Cohen, Susan C.	8	8	06	Hickey, Francis J.	8	5
05	Coleman, David A.	8	8	06	Hirsch, Stewart M.	8	7
10	Cooper, Marc L.	8	7	15	Hirshorn, Elizabeth M.	8	8
05	Corrigan, William M.	8	8	15	Hirshorn, William I.	8	8
14	Cox, Julia D.	8	6	03	Hogan, Margaret A.	8	5
07	Crowley, Christopher J.	8	7	07	Hortlick, Lawrence A.	8	8
04	Crowley, J. Mildred	8	4	07	Houston, Nadine	8	6
05	Curtin, Kathleen A.	8	5	15	Hurley, Margaret P.	8	8
09	Cutler, Michael D.	8	6	6	Husock, Howard A.	8	7
08	Dargo, George	8	6	7	Isbitsky, Susan	8	4
07	Davison, Martha L.	8	7	10	Jackson, Anne A.	8	7
15	Delany, Luster T.	8	8	6	Jacobson, Susan A.	8	7
15	Delany, Marguerite	8	8	9	Johnson, Julia	5	5
01	Delong, Susan E.	8	6	4	Kahn, Myrna	8	8
05	Dewitt, Elizabeth	8	5	4	Kahn, Robert A.	8	8
10	Diamond, Andrew E.	8	4	3	Kantrowitz, JoAnn	8	4
05	Doherty, John J.	8	7	3	Kantrowitz, Paul A.	8	7
14	Donovan, Frances M.	8	0	16	Kaplan, Bernard S.	8	6
15	Dorfman, Ruth D.	8	7	AL	Katz, Estelle	8	7
06	Dreyfus, Carl	8	8	7	Katz, Paul	8	4
05	Driscoll, Margaret	8	6	3	Katz, Pauline Ponnie	8	8
03	Dubbs, Marion E.	8	7	12	Kayakachoian, Garabed	8	8
05	Duffy, Laurence S.	8	2	11	Kirshner, Kathryn S.	8	2
04	Eisenstadt, Elizabeth	8	8	16	Koocher, Gerald P.	8	8
10	Eivers, Richard W.	8	7	8	Korisky, Eli	8	2
14	Elcock, Walter E.	8	7	11	Krimsky, Dorothy I.	8	7
16	Fastov, Alice	8	8	12	Lamphier, Joan B.	8	7
07	Feinman, Marvin A.	8	8	11	Langerman, Tania R.	8	7
09	Ferber, Judith R.	8	4	6	Laplante, Virginia W.	8	8

1985 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to Attend	Attended	Precinct	Name	Eligible to Attend	Attended
14	Larkin, Mary E.	8	6	01	Rubio, Thalia	8	5
04	Leibowitz, Laurie R.	8	5	15	Rudman, Deborah D.	8	8
08	Leinwand, Gusta	8	8	16	Ryack, Phyllis G.	8	7
08	Levy, Adriane G.	8	8	AL	Sapers, Carl M.	8	8
16	Levy, Beatrice	8	4	13	Sargon, Joseph I.	8	0
01	Levy, Brenda G.	8	7	12	Schlesinger, Laura B.	8	8
10	Levy, Mark	8	8	10	Schreiber, Ann Lee	8	7
08	Levy, Ralph B.	8	6	02	Scotto, Barbara C.	8	8
12	Libbey, Patricia C.	8	7	13	Senecal, Barbara M.	8	5
12	Low, Sandra Bonnie	8	7	AL	Sesling, Zvi A.	8	5
02	Malcolm, Joyce Lee	8	8	10	Shapiro, Susan	3	3
04	Manning, Charles W. Jr.	8	8	11	Sharff, Frederick S.	8	7
09	Markell, Claudette J.	8	4	11	Sharff, Shirley Ann	8	6
15	Marks, Harry L.	8	7	15	Shaw, Francis G.	8	5
02	Mason, Judith E.	8	8	03	Shaw, Samuel E. II	8	8
04	McAteer, William J.	8	8	04	Shea, Mary L.	8	7
06	McCain, Robert J.	8	7	11	Shield, Joel D.	8	6
14	McDonald, Peter M.	8	7	01	Shubow, Morris S.	8	4
05	McElroy, John P.	8	8	12	Shuman, Stanley	8	7
14	McMahon, Brian E.	8	8	AL	Sidd, Shirley	8	8
01	Melzer, Judith	8	4	09	Silverman, Albert A.	8	5
13	Michelson, Mark A.	8	8	11	Silverman, Anita	8	5
11	Miller, Peter B.	8	8	13	Smith, Judith A.	8	6
04	Moroney, Daniel J.	8	5	09	Smizik, Frank Israel	8	8
01	Morse, Alan R., Jr.	8	7	08	Sneirson, Lester S.	8	6
01	Morse, Stephen R.	8	8	02	Spiegel, Stanley L.	8	8
10	Mroz, Edmund, Jr.	8	5	08	Spiegel, Samuel	8	8
04	Mulvey, Thomas H.	8	8	14	Spunt, Shepard	8	5
AL	Myerson, Eleanor	8	8	13	Stein, Robert M.	8	7
AL	Novakoff, Edward	8	6	03	Steinberg, Aron	8	7
07	Novakoff, Louis I.	8	8	07	Stern, Cathy	3	3
09	O'Malley, Marjorie E.	8	7	02	Stern, Meyer	8	8
05	Olins, Andrew M.	8	7	12	Stotsky, Sandra	8	8
14	Ostrander, Patricia	8	8	09	Tarlin, Betsy	8	8
06	Parker, Gerald S.	8	8	07	Thomas, Leonard	8	4
03	Partan, Daniel G.	8	7	16	Tobin, Elizabeth	8	4
01	Pearlman, Chester A., Jr.	8	6	11	Tolkoff, Ann Connolly	8	6
02	Pearlman, Edith G.	8	8	09	Tuckman, Gerald M.	8	5
02	Pearlman, Leslie K.	8	4	13	Van Scoyoc, John	8	5
06	Pollard, Joan E.	8	8	12	VonLichtenberg, Sandra	8	8
12	Pollock, Elizabeth S.	8	7	13	Waldman, Claire R.	8	4
09	Rabinovitz, Stanley N.	8	2	04	Walsh, George	8	2
02	Reece, Laurence H. III	8	7	14	Walsh, Gerard J.	8	7
05	Regan, Robert A.	8	8	10	Weinberg, Sidney	8	8
15	Richardson, Margaret	8	3	16	Weinstein, Cheryl S.	8	7
01	Robbins, Michael	8	8	12	Weitzenkorn, Helene C.	8	8
06	Robinson, Carl	8	7	06	Wenc, Karen Marie	8	7
08	Robinson, Leo	8	5	02	Werby, Russell T.	8	5
04	Robinson, Thomas C.	8	8	12	Wickham, M. Wallis	8	5
08	Rodriguez, Yolanda M.	8	8	10	Wiggin, Henry T.	8	8
02	Roll, Evelyn A.	8	6	01	Williams, Thomas B. Jr.	8	8
11	Roochvarg, Ada F.	8	7	03	Winsten, Jay A.	8	2
07	Rosenbaum, Bernice	8	6	12	Yetman, Nancy C.	8	8
AL	Rosenthal, Martin R.	8	8	03	Yoder, Richard A.	8	4
09	Ross, A. Joseph	8	8	07	Ziskend, Seymour A.	8	8
				06	Zuckerman, Natalie G.	8	8

GENERAL GOVERNMENT

Town Clerk

The year began with a ten article Special Town Meeting, held on Tuesday, January 22, 1985 at 7:30 p.m. and dissolved on Wednesday, January 23, 1985 at 11:30 p.m.

A one article Special Town Meeting, called on a petition of more than 200 registered voters, was held on Tuesday, April 16, 1985 and was completed in one evening, from 8:00 p.m. to 9:10 p.m.

The Annual Town Election was held on Tuesday, May 7, 1985 and 35.2% of those eligible to vote participated in this election.

Town Meeting Members convened at the High School Auditorium on Wednesday, May 29, 1985 at 7:30 p.m. to begin the thirty-seven article Annual Town Meeting. At 8:40 p.m. the Annual Town Meeting was recessed to call a one-article Special Town Meeting regarding the appropriation of funds to supplement and increase the FY85 budget appropriations. At 8:43 p.m. the Special Town Meeting was then reconvened and dissolved on Tuesday, June 4, 1985 at 11:29 p.m.

A two article Special Town Meeting was held on Tuesday, October 1, 1985 at 8:00 p.m. and was completed in one evening, from 8:00 p.m. to 9:27 p.m.

A twenty-five article Special Town Meeting was held

on Tuesday, November 19, 1985 at 8:00 p.m. and dissolved on Tuesday, November 26, 1985 at 11:25 p.m.

There were 501 Births recorded for the year, pending final results. There were 572 Deaths recorded for the year, pending final results. There were 604 Marriage Intentions filed and 592 Marriages recorded for the year. There were 69 cases filed before the Board of Appeals in 1985.

CY 1985

Conservation Licenses	\$ 456.95
Dog Licenses	7,570.75
Certified Copies	11,601.90
Marriage Licenses	5,975.00
Commercial Code Filings	6,823.00
Business Certificates	1,926.00
Gasoline Permits	17.50
Board of Appeal Filings	5,325.00
Miscellaneous Receipts	5,909.58
	<u>\$45,605.68</u>

Conservation Licenses

Fish & Game Licenses Issued	\$11,697.95
Paid to Comm. of Mass.	11,241.00
Paid to Town Treasurer	456.95

Registrars of Voters

There was one Election in 1985 and the Board of Registrars of Voters held five extra sessions at Town Hall prior to the May 7, Annual Town Election. There were

33,883 Registered Voters recorded in 1985.
The Town Census for 1985 was 58,152.

Town Counsel

The responsibility of Town Counsel's Office is to provide the Town with those legal services that are necessary to protect its financial interests, minimize its liability and obligations in contract and tort claims, advise and provide documents and votes and opinions for Town Meeting, the Selectmen, elected boards, committees and officials and all other town agencies, defend all claims against the community and initiate court action when needed, handle all self-insurance claims and settlements, represent the town before administrative agencies, prepare or review all contracts and other legal documents involving the town and review existing and proposed programs and activities in order to avoid future liability and claims, including day to day informal advice as well as formal opinions and memoranda. In 1984, Town Counsel's Office took over representation of the Town in Appellate Tax Board cases, including all appeals and further judicial review. The Appellate Tax Board is an administrative court that hears and decides disputes between taxpayers and local Boards of Assessors.

The permanent staff of Town Counsel's Office is Town Counsel, Associate Town Counsel and two paralegal secretaries, one of whom is responsible primarily for Appellate Tax Board work.

In 1985, Town Counsel's Office devoted substantial time to representing the town's interests in litigation—actual law suits—in which the town is a party. Every year Town Counsel's Office defends tort and civil rights actions brought against town employees, constitutional challenges to town by-laws, appeals from zoning board decisions, eminent domain proceedings, worker's compensation and special education cases, retirement and civil service appeals and numerous personal injury and property damage suits. In addition, counsel brings suits on behalf of the town in a broad range of cases, including appeals from state administrative decisions, actions on behalf of the town to redress injuries to town property or recover funds paid to injured employees as the result of third party negligence, actions to enforce town by-laws and regulations and foreclosure proceedings against

real estate tax delinquents.

The increased claims and litigation against the town as a result of the enactment of the Municipal Tort Claims Act and the application of federal civil rights actions against municipalities have been handled without any additional staff.

Counsel continues to be deeply involved in monitoring compliance with the town's CATV license with Cablevision of Brookline. In 1985, counsel participated in extensive negotiations which resulted in an agreement with the cable licensee preserving certain rights of the town and spelling out particular obligations of the licensee.

Another significant function of counsel is to provide legal advice and assistance to the Board of Selectmen, department heads and employees. During the past year

the office furnished informal and formal legal opinions, drafted and approved most municipal and school contracts, met with groups of town and school employees to discuss particular legal questions, and advised the Selectmen and the School Committee in quasi-judicial actions such as licensing determinations and employee disciplinary hearings.

One of counsel's most important responsibilities is to assist town officers, employees and citizens in the preparation of articles and motions for Town Meeting (the legislative arm of town government) including amendments to town by-laws and all other proposed legislation. Articles and the final warrant are submitted and reviewed as to form and legality. Motions for each article in the warrant are drawn and the quantum of vote required for passage of each motion is either noted on the motion or set forth in a letter to the Moderator.

Purchasing

The Purchasing Department procures all supplies and equipment for every town department and the School Department including the School Lunch Program. In 1985, 8244 purchase orders were issued which represented a 14% increase over the prior year. In addition, there were 148 advertised bids, each with a value in excess of \$4,000 and which required formally executed contracts. The number of advertised bids in 1985 represented a 29% increase over 1984. This increase in purchasing activity was primarily due to allocating increased funds for supplies and equipment, particularly in the Schools.

The Purchasing Department continued to work closely with the Emergency Medical Services Advisory Committee in the area of contract negotiations with the private service ambulance company. The present contract for ambulance service requires Emergency Medical Technicians trained in Basic Life Support. Advanced Life Support as a potential service was introduced for discussion at the October meeting of the EMS Advisory Committee. Consequently the ambulance service contract for 1986 was modified to allow for a ninety day notice of termination. This will give the town the option to request bids based on Advanced Life Support if further study indicates it is desirable and feasible.

Cooperative fuel oil and gasoline contracts which combine the requirements of six other cities and towns continued to yield extremely competitive prices. The contract prices fluctuate with the market and are based on daily low tank car posting for Boston as published in "Platt's Oilgram Price Reports". The significant price reductions resulting from the much heralded oil glut did not occur until after December 31, 1985, however.

An extraordinary variety of supplies and equipment is required to support the services delivered by the Town and School Departments. Many items are in common use and are easily defined and obtained using generic specifications. Purchasing maintains a stationery supply room which stocks common office supplies and distributes them to the various administrative departments as required. This arrangement generates savings in two ways. First, departments are able to obtain office supplies at costs ranging from 30% to 50% below retail and second, a minimum amount of staff time is spent in obtaining these supplies.

Many other items require considerable effort and specialized knowledge in order to complete the purchasing function effectively within the framework of public bidding requirements. Specifications for equipment may be written utilizing functional and performance requirements. In addition to price, total value may be determined by including installation, operating, and maintenance costs. Computers are an example of the more complex items being purchased. There were seven different public bids and contracts issued for computers and computer related equipment in 1985. These bids covered such items as microcomputers, disk drives, printers, an optical scanner, and a computer aided design and drafting system. During the same time period, the town's consultant was developing comprehensive specifications for a new telecommunications system as well as for software and hardware consistent with needs for a new town wide data processing system. The telecommunications and data processing projects will have a significant long term impact on town operations and have consumed a considerable amount of time in study, analysis, and finally in implementation.

Personnel

Two year labor contracts negotiated last year with all employee unions were in effect throughout the year. The second year cost of these contracts—a 5.5% wage increase—was funded by the Annual Town Meeting.

Two new employees joined the Personnel Department in key jobs during the year. Paul L. Chin was employed as Assistant Personnel Director in April. Mr. Chin's previous experience includes work in vocational rehabilitation, employee assistance and employee training. Ms. Judith Molinari-Wynn was employed as Occupational Health Nurse in November. Ms. Molinari-Wynn's previous experience includes work in occupational health, intensive care unit and emergency room nursing, and management of home health care agencies. Both employees bring high levels of enthusiasm, skill and training to the town. They will play major roles in managing the human resource issues facing the town now and in the future.

Personnel Board Member Stephen C. Ford resigned from the Board in October 1985 when he moved out of Brookline. His contributions to the Board's work during his tenure were significant and much appreciated.

The Fair Labor Standards Act, as a result of a decision of the U.S. Supreme Court in the Garcia case, was made applicable to state and municipal government in 1985. The U.S. Congress subsequently amended the law to provide for a 1986 effective date. The major impact in Brookline, as in most other jurisdictions, will be an increase in the cost of overtime work, particularly in the Police Department, due to mandatory inclusion of traditional lump sum payments, such as longevity and educational incentive pay, in base pay for computation of overtime pay under the provisions of the Fair Labor Standards Act.

Implementation of the Massachusetts Right to Know law was initiated in 1985. The law provides a right to employees and residents to learn about the nature and effects of toxic or hazardous substances they may be exposed to by reason of an employer's operations. The

law mandates toxic substance identification, labeling, gathering of data regarding substance hazards and precautions, and employee training. This new requirement has been integrated into the town's Safety and Worker's Compensation Programs.

The Personnel Office remained in the forefront of efforts to manage costs in the worker's compensation, group health and retirement areas. Prior to self-insurance in 1980, the town was facing an annual worker's compensation premium of \$800,000. A consultant recommended self-insurance with a projection that the required annual appropriation therefore would level out at about \$445,000 per year, prior to inflationary adjustments, after five years. This amount, in current dollars, is \$600,750. The FY-86 appropriation of \$350,000 indicates the success of the self-insurance program. Control of group health costs is largely a national problem requiring national solutions. Employers can, however, attempt to adopt measures such as 1) second surgical opinions, 2) pre-hospitalization approval, 3) concurrent review of hospitalization progress, and 4) discharge planning. Attempts to introduce these or similar measures in 1985 were not successful due to union reluctance to cooperate without improved benefits and/or increased premium contribution by the town. Efforts to control group health costs will continue in 1986. Pension reform, particularly in the job-related disability area, has received considerable attention by the Personnel Office staff through efforts to assist the Retirement Board and department heads in finding suitable ways to retain employees in an active status rather than retire unnecessarily. The change in emphasis at the state level with the establishment in 1983 of the new Public Employee Retirement Administration has permitted dramatic improvement. The flow of accidental disability retirement applications has decreased significantly and only one such retirement initiated since 1983 has been approved. All these important areas will continue to receive major attention in the future.

Information Services

During the period November 5, 1984 through March 27, 1985, the firm of Deloitte, Haskins & Sells, jointly with the Selectmen's Computer Study Committee, completed a study of the town's data processing requirements, and reviewed the current data processing organization and operation in order to develop a multi-year master plan.

As a result of this study, at the May 29, 1985 Annual Town Meeting, it was voted to revise the management and organizational structure of the Information Services

Department. Town Meeting also voted a sum of money for the development, design, purchase and installation of computer hardware and software.

Information Services was made a town department, with the Director having department head responsibility and reporting directly to the Town Administrator.

On December 16, 1985, the Purchasing agent issued a comprehensive invitation to bid for data processing hardware and software. The RFP was over two hundred pages in length. Bids are due to be opened on April 24, 1986.



Twenty-three Brookline Police Officers and Detectives received commendations for outstanding work.

PUBLIC SAFETY

Police Department

Under Chief of Police George R. Simard's direction, the Brookline Police Department marked a year of innovation and improvement in 1985:

Video equipment was installed to secure the perimeter of the building, and video monitors, designed to prevent suicide and preserve courtroom evidence, were installed in the cellblocks and booking area.

A warrant "warning system," giving citizens with outstanding traffic warrants an opportunity to dispose of their violations prior to arrest was instituted, involving the dispatch of 3,100 letters of correspondence.

An Office of Internal Affairs was established, allowing citizens a forum through which to channel complaints relating to departmental operations.

The Traffic Division assumed the responsibility of recording parking meter revenue. Since assuming the task, a 50% increase in revenue has been recognized. This Division recorded two fatal pedestrian accidents throughout the year.

The Records Division, in addition to its administrative duties, implemented a video review system, whereby defense counsel are given the opportunity to view the defendant's booking procedure. In addition to providing documentation of the procedure, the system affords heightened prosecutorial efficiency. The Division

recorded a 9.1% Part One Crime Index increase, with 3195 crimes being reported in 1985.

The Patrol Division has maintained a minimum manpower policy, requiring a minimum of 15-20 patrol officers on duty during the course of three shifts. In addition to responding to 2,580 medical emergencies, patrol officers effected 2,031 arrests, issued 143,225 parking tickets, and cited 28,649 motor vehicle operators for moving violations. In addition, 23 officers were awarded commendations for excellent work.

The Criminal Investigation Division, in addition to establishing the Office of Internal Affairs, designated a sergeant to attend the Federal Bureau of Investigation Academy Finger Print School, and a Division member was assigned to the Federal Drug Enforcement Administration following his initiation of an investigation that resulted in the dissolution of a large scale cocaine distribution ring. Police investigations resulted in 13,634 cases being brought to court.

The Community Relations Division was responsible for supervising the Training Unit; 31 Police Officers from ten cities and towns were graduated from the Brookline Police Regional Academy, and each Brookline police officer attended forty hours of in-service training in the

use of firearms, C.P.R. and First Responder training, suicide prevention, and internal affairs. The Crime Prevention Unit assisted in establishing three Crime Watch Organizations, conducted 22 Neighborhood Crimewatch meetings, and administered 45 residential and retail

security surveys. The Animal Control Unit responded to 26% more calls than in the previous year, and citations for wayward dogs almost doubled in number.

Finally, Departmental revenue amounted to \$2,400,195.41 during fiscal year 1985.

Fire Department

Fire Suppression Division and Table of Organization

During 1985 the Department responded to 6,084 emergency incidents—an increase of 3% over 1984. There were 5 multiple alarm fires.

Firefighter Richard J. Daley died in the line of duty on February 16, 1985. He succumbed to a heart attack suffered at a working fire in South Brookline. Three members of the department retired, and several retired members passed away and were accorded full department honors. One new member was appointed to the department.

The Table of Organization was: Chief of Department, 6 Deputy Chiefs, 11 Captains, 29 Lieutenants, 142 Fire Fighters, 5 Fire Alarm Operators, 1 Superintendent of Wire, 1 Signal Maintainer, 1 Office Manager, 2 Senior Clerks—Total 199. Additionally, 1 Working Foreman (Master Mechanic) and one Garage Man (Mechanic) are assigned to the Fire Department from Department of Public Works.

Fire Department Buildings

A Moderators Committee was appointed to study three aging fire stations which are badly deteriorating. These stations are: Station #1-Brookline Village-75 years old; Station #2-Headquarters-114 years old; Station #7-Washington Square-100 years old. The Committee is chaired by Town Meeting Member Howard Husock of Precinct 6. The nine member committee included representatives of the Fire Department, Historical Commission, Planning Board and citizens of the neighborhood adjacent to Station 1 and 2. Numerous public meetings and committee meetings were held and a report is expected for the 1986 Annual Town Meeting. Several minor improvements/repairs were made to fire department buildings in 1985 including three new electrically operated overhead door devices, an exhaust fan installed in Station #2, some exterior brick work at Station #4, outside steps repaired at Station #6 and apparatus floor leak repaired at Station #1.

Apparatus and Equipment—Maintenance Division

All fire apparatus was maintained in a proper manner to insure immediate use when needed. All apparatus and vehicles were fully serviced at least two times during the

year as part of our preventive maintenance program. All vehicles were inspected to insure compliance with Massachusetts State Regulations. All pumpers underwent an Underwriters Pump Test and all ladder trucks were tested and checked. All 1½" hose thread was changed from Underwriters Thread to National Standard Thread.

The mechanics attended a SCOTT Breathing Apparatus Maintenance School at Buffalo, New York. This was a one-week course and the mechanics are now certified to do major breathing apparatus repairs. The mechanics also attended a Pumper School at the Worcester Fire Department.

We received a new Hurst "Jaws of Life" Rescue Tool complete with a new style cutting shears. This was placed on Ladder #1. The air compressor room at Station #5 was modified so that a repair stand and air supply was placed adjacent to it.

We received approval at Town Meeting to refurbish Reserve Ladder #5. We are currently awaiting completion of this project.

Training Division

A variety of state and locally mandated training sessions were conducted at our training facility. The three members assigned to the Training Division attended classes and were certified as Training Instructors by the Massachusetts Fire Training Council. They also attended seminars and exhibitions on liquified petroleum fires and other seminars to improve their training and teaching skills.

Extensive training in new Emergency Rescue Ropes was carried out by the Training Division. The use of 1¾" hose and 4" hose procedures were reviewed and updated. 178 members received Cardio Pulmonary Resuscitation recertification and 8 members received new Cardio Pulmonary Resuscitation certification.

Fire Fighter safety was stressed and seminars were conducted for all members including a slide presentation produced by N.F.P.A. An officer training program was instituted and will be conducted annually. 835 Company Drills (In Fire Station) were conducted during the year. Over 170 training exercises were conducted at the Training Academy.

Emergency Medical Services

The Department continues its involvement in the Emergency Medical Services of the town. Over 40 Fire Fighters are State Certified EMTs. The Training Division provides major preparation of credit hours for EMT's Recertification. The department responded to over 2400 Medical Emergencies in 1985.

Fire Alarm and Wire Division

The Fire Alarm Division continued its maintenance and repairs of our Fire Alarm system. Several breakdowns within the dispatch center were the result of aging equipment. The repairs were made with some difficulties because of lack of available parts for some obsolete equipment. An upgrading of telephone equipment is expected in 1986 and will be a major improvement.

Approximately 3,000 feet of underground and overhead cable was replaced and/or added to the system.

Fire Prevention Division

Fire Drills and Inspections were made on 250 separate occasions at public and private schools, nursing homes and other health care facilities. Over 5,000 fire safety inspections were conducted within the department during the year. All apartment buildings of six or more units were inspected at least once. Several suspicious or arson related fires were investigated. Several problems with blasting operations were investigated and one case was reported to the State Fire Marshal for his action.

2,000 Smoke Detector Inspections and Installation were inspected in connection with property sold or transferred in conformity with State Law.

Building Department

The Building Department under the direction of the Building Commissioner administers and enforces the Zoning By-Law and the Building, Plumbing, Elevator and Electrical Codes of the Commonwealth of Massachusetts and related regulations concerning the construction, alteration, repair, and use and occupancy of buildings within the town. This involves examination of plans, issuance of building, elevator, plumbing and electrical permits; inspection of work during construction for conformance to plans, specifications and regulations; granting certificates of use and occupancy; and the inspection and certification of existing buildings to insure the proper use, occupancy, and maintenance in conformance to the applicable codes.

Our 1984 report mentioned that the fees collected by

this department had reached an all-time high—were over thirty times the fees received in 1974—and that the cost for the administration and enforcement of the laws and regulations pertaining to building and zoning was supported entirely by the fee receipts.

We are most pleased to advise that the fees received in 1985 surpassed the total of 1984 as once again the fee receipts exceeded the cost for the administration and enforcement of building and zoning laws and regulations.

These fees are received for permits issued to perform specific work and are known as "user" fees. You will recall that the Board of Selectmen recommended to Town Meeting with the approval of the Advisory Committee that fees collected should compensate the town for service rendered. We call your attention to the fact



Residential — Townhouses — 9 thru 27 John Street



Institutional — Pine Manor College — Annenberg Library and Communication Center — 400 Heath Street

at once again this policy goal has been achieved by the Building Department.

During 1985 the Department issued 2,649 permits and 20 Certificates of Inspection. The volume and type of permits and certificates issued were:

Classification	Number of Permits	Estimated Cost
Building Permits	707	\$35,061,266
New Frame Bldgs.	12	2,133,726
New Brick/Stone Bldgs.	15	15,548,339
Alterations	680	17,379,201
Electrical Permits	555	2,900,887
Gasfitting Permits	643	951,380
Plumbing Permits	744	2,454,660
Certificates of Inspections		
Places of Assembly	124	—
Lodging Houses	52	—
Apartment Houses	4	—
Elevator Inspection Certificates	265	—
Condominium Inspection Certificates	19	—

The estimated cost of construction totalled \$41,368,193 of which \$17,682,065 was for new buildings which provided 97 new dwelling units.

Certificates of Occupancy were issued by the Building Department for a 20 unit condominium at 1850 Beacon Street, 11 townhouses on John Street, a 42 unit condominium at 211-227 Summit Avenue, 18 unit condominium at 26 Holly Lane (formerly Cemetery Drive) 5 homes on Forest Street, an office addition at 1244 Boylston Street, and an addition to the library at Pine Manor College.

Mr. Louis R. Kingsley, Senior Building Custodian, retired on December 31, 1985 after 30 years of dedicated service to the town. His willingness and capable performance of his duties will be sorely missed. We wish him well.

Mr. James M. Reardon, who has five years of service with the department as a custodian, was appointed Senior Building Custodian to replace Mr. Kingsley.

The year 1986, we trust, will be a better year as to the solution of our personnel problems notwithstanding the probability of having at least three vacancies occur because of resignation to transfer and retirement.

Repairs to Public Buildings

During the year, the reroofing of the Health Center and Coolidge Corner Library was accomplished. The single membrane system included rigid insulation for energy conservation. A full ten year guarantee including all labor and materials charges was provided by the manufacturer for this type of roof system.

All exterior wood and metal surfaces were painted at Fire Stations 4, 5 and 6 in addition to extensive interior painting at the Town Hall, Police Station, and Main Library.

The interior and exterior general maintenance expenses increased over previous years because of

increases in contract labor rates in plumbing (25%), heating (25%), carpentry (25%), electrical (33⅓%), and air conditioning work (25%). Unusually large expenses were incurred at the Swimming Pool in the reconstruction of the high diving board and starting blocks, new electric AC service at the Golf Course, and replacement of overhead grate at Town Hall garage.

It is encouraging that the FY-86 budget requests were approved, for the aesthetic as well as practical reasons, which included painting at Fire Stations 2, 4, and 7, the Health Center, the Coolidge Corner and Putterham Branch Libraries, and the Police Station. These were the types of projects that suffered through those years of budget constraints resulting from Proposition 2½.

Community Development Rehabilitation Programs

The Town Rehabilitation Office, under the supervision of the Building Commissioner, is responsible for the administration of the rehabilitation programs. A town-wide rebate and grant program has been the primary vehicle through which assistance is given to low and moderate income homeowners and owners of multi-dwelling unit structures. Funding for these programs is provided through the Federal Government's Community Development Block Grant Program (CDBG).

During 1985, the office continued to expand its involvement with the administration of several federal and state programs.

By working together with the Massachusetts Housing Finance Agency (MHFA), this office provided assistance for the first time to homebuyers under the MHFA Neighborhood Preservation Area Program. Through this program, prospective homebuyers are certified for eligibility and then referred to participating banks for fixed-rate, low-interest mortgages. A total of four (4) new homebuyers were able to secure financing through this assistance program.

The Town Wide and Scattered Site Subsidy Funds provided grants and rebates totaling \$135,000 for the rehabilitation of 54 dwelling units. This expenditure of funds generated more than \$350,000 in private monies for these projects.

In 1985 Brookline became one of only 38 communities in the Commonwealth to be awarded a grant by MHFA to initiate a state-funded housing rehabilitation program. The Town Rehabilitation Office worked closely with MHFA to develop a home rehabilitation program to lessen the impact of ongoing federal cutbacks. The town was awarded \$200,000 by MHFA to provide home improvement loans at 11% interest rates. The slightly higher income guidelines provided by the state will allow us to assist a greater number of Brookline residents.

All administrative costs for the Town Rehabilitation Office are included in the Community Development Block Grant from the Federal government.



Commercial — Office Building — 1244 Boylston Street

Board of Examiners

The Board of Examiners is established under the Building Code of the town. Three members, which include an engineer, an architect and a licensed contractor, are appointed by the Board of Selectmen. The Board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town of Brookline be performed by qualified licensed persons.

The monthly meetings are conducted under an "Open Meeting Law" which requires notices of such meetings to be posted to the public and that accurate records of the Board's proceedings are maintained.

During 1985, a total of 75 applicants were examined

and 72 successfully qualified for licenses.

72 licenses were issued as follows:

- 7 ABC (separately or combined fire resistive construction)
- 2 D&F Masonry Walls & Frame Construction
- 9 Frame Construction
- 48 F/Limited—Alterations & Repairs—Frame Construction
- 5 Miscellaneous—Siding, Roofing, Etc.
- 1 Demolition

In addition to the new licenses issued, 247 were renewed during 1985. Fees collected totaled \$7,585.

PUBLIC WORKS

Engineering Division

The Engineering Division's goal is to provide sound engineering advice to other Public Works Divisions, design and construct public improvements and assist other town Departments. The following projects valued at 3.7 million dollars were administered in 1985: Site Clearance of the B-2 Redevelopment Area, Irrigation System at the Wetherham Meadows Golf Course, Reconstruction of Aldstein Playground, Preliminary Site Clearance of the Memory Woods, Leverett Pond Improvements, Reconstruction of Walnut Street and Chip Sealing of Cedar, Stetson and Laurel Roads.

Sidewalk improvements on Washington Street were completed at the B-2 Site, 45 Wheelchair Ramps were installed at various locations and Stetson and Thatcher Streets were reconstructed.

Major projects include the completion of the Water Garage Building and the Park Maintenance Facility. The Urban Systems Street and Sidewalk Project valued at \$583,000 was started in the Village. This major renovation will be completed in 1986.



Redevelopment Area B-2 Parcel — Demolition underway

State Aid (Chapter 90) provided funds to repave Woodland Road and Willard Road under contract.

Cablevision has restored about 2/3 of the trenches they had opened to install Cable TV.

Division Engineers continue to examine the town's streetlights. This year, 196 new High Pressure Sodium Lights replaced 208 mercury lights to increase light level and reduce costs. Through that effort \$11,300 will be saved annually.

Thirty Utility Permits for various improvements were approved. Work included 7800' of conduit, 7 manholes, 23 wood poles, 12 concrete poles and 4 guy lines. Designs for Juniper Playground were completed and bids received.

In concert with the School Committee and Planning Department staff, plans and specifications for the development to the High School Quadrangle were prepared.

The Engineering Division also routinely prepares several annual contracts, and provides information daily to private engineers and the general public. Surveys, maps, estimates, charts and forms were prepared for other departments.

Highway-Sanitation Division

The Highway Division continued its extended sidewalk replacement program. These walks are replaced on a priority basis. Incorporated into this program was the refurbishing of some 150 pea stone walks which are located throughout the town.

The goals of this program were hampered considerably by the arrival of Hurricane Gloria in September. This storm brought destruction to every area of the town. Trees were uprooted, which destroyed sidewalks and



Jamaicaway under water following record August 1, 1985 rain storm.

roadways. This placed both a financial and work burden on the Department for repairs and the immense amount of clean-up work required. This work coincided with the annual leaf pick-up season, all of which had to be accomplished before the winter months. Many areas had to be temporarily patched to provide safe passage for pedestrians, motor vehicles and snow plowing equipment. Disposal of the large quantities of brush generated by the storm were eased by the approval of the State Department of Environmental Quality Engineering to burn this material on a daily basis throughout the month of October.

The Motor Equipment Maintenance Division of the D.P.W. was studied and evaluated by an outside consulting firm, LEA-Burke of Boston. This Motor Equipment Management Study was funded by a State Grant and provided the Department with several recommendations to increase efficiency and to provide a more economical operations.

The Sanitation Division provided collection and disposal of all household rubbish. The solid waste was disposed of at a privately-owned transfer station in Roxbury which is owned by the GSX Corporation. The Sanitation

Division collected approximately 25,000 tons of solid waste and paid GSX \$16.96 per ton for accepting the waste material in FY86.

The Sewer Division maintained 103 miles of sewer line and 117 miles of drain. Continuous maintenance is needed on manhole structures, drains, ditches and plugged lines. The Sewer Division accomplished the blocking of two combined sewer overflows this year. These overflows each required a special permit and have been a concern to the M.D.C. in addition to receiving adverse newspaper publicity for some time. The project was completed with town personnel and equipment.

The Sewer Use Charge was increased from 40 cents to 55 cents per hundred cubic feet of water consumed effective October 1, 1985.

Water Division

The Water Division distributed nearly 2.7 billion gallons of water through 135 miles of distribution mains and 9862 service connections yielding approximately \$2.8 million in revenue. The per capita consumption was 125 gallons per day.

The Reservoirs and Distribution Section routinely performed all installation, maintenance and repair of mains, valves, hydrants and service connections. During 1985, 177 water services were either installed new or renewed, 56 service and main leaks were repaired and 26 fire hydrants were replaced, some of which were due to damages incurred from automobile accidents. Emergency services were provided as a result of 516 service calls.

The Meter Section began implementation of the new remote reading meter replacement program in June and had replaced 780 meters by year's end. The new system is expected to greatly improve the efficiency of the entire billing system through the use of computerized data input. In addition, 6 new commercial turbine meters were installed to replace aging, inaccurate meters in service, and 551 customer meter complaints were investigated.

In March, the Division took occupancy of the new Garage and Maintenance Facility on Netherlands Road, and took exceptional pride in its ability to maintain all water operations during the difficult task of relocating.

Water Rate increases, voted by the Board of Selectmen, took effect on August 1 and October 1, reestablishing the rate from 95¢ to \$1.15 per hundred cubic feet, to maintain the self-sufficiency of the water system. Initial steps were also taken to establish a Water Enterprise Accounting System for FY87.

In conjunction with street reconstruction contracts, the Water Division replaced all service connections in Stetson Street, Thatcher Street, Brookline Village and portions of Walnut Street.

In May, a "drought watch" was declared by the Massachusetts Water Resources Authority for all members of the Metropolitan Water System of which Brookline is a part. The condition is a result of the below-normal level of precipitation during 1984 and 1985 leading to ab-



Park Division restoring Hammond St. Fire Station lawn

normally low reservoir levels. The Division has asked its customers to voluntarily conserve water in an effort to avert any worsening of the situation.

Park Division

The Park Division continues to utilize the computerized maintenance program which was begun last year, to improve all the green spaces townwide. In 1985 the Division purchased "State-of-the-Art" 54" rotary mowers which have performed very well. The maintenance management system assures accomplishment of scheduled maintenance in the most effective and economical manner.

The Devotion School Playground planning and design process for the final phase of the playground renovation was begun with all user groups and town agencies meeting to develop the plans. At the Driscoll School the final two phases of the woodform play equipment have been purchased and will be installed by the Park Division in the Spring of 1986. This will complete the Park Division's commitment to the neighborhood and the Parent Teacher Organization for major play equipment at Driscoll.

Other playgrounds have also been the focus of improvement efforts. At Waldstein Playground the reconstruction project is nearly complete; the park will be ready for use in early Summer 1986. In 1985, an extensive planning process involving the neighborhood in a series of meetings will result in work in Spring 1986 to renovate Juniper Playground. New play equipment, benches and shrubs will be installed. The neighborhood and the Lawrence School P.T.O. have undertaken extensive planning meetings with John Furlong, Landscape Architect, and the Park Division to develop proposed Longwood Playground redesign for construction in 1986. Funds were granted in Spring 1985 by the National Park Service and the Town for renovations to Amor Playground. Neighborhood participation has been solicited.



Waldstein Playground under reconstruction

and the project will install a new irrigation system, newly-seeded grass areas and renovations of 3 ball diamonds in Spring and Summer 1986.

The planning process has begun for a major renovation of Larz Anderson Park, to be accomplished with federal and town funds expected to be granted in Spring 1986. A wide variety of plans will be reviewed by user groups and town agencies.

The Putterham Meadows Golf Course was improved in Summer 1985 by the installation of a new irrigation system. Turf grass quality has already improved by using this system.

The program of restoration continues at the Horace Ames Circle with further replacement of plant material around the circle.

The friends of Minot Park provided new roses and care of the Minot Park Rose Garden with the assistance of Park Division personnel.

Community Development Block Grant funds were allocated in Spring 1985 for a design for Corey Hill Park jointly agreed upon between the Corey Hill Neighborhood and the Park and Recreation Commission. Further review of the design will be undertaken by the Engineering Division and working drawings will be developed.

A unique State-funded project, the Olmsted Historic Landscape Preservation Program, has been initiated to restore the state's Olmsted Parks. Brookline and Boston have been selected to participate in this program to restore the Emerald Necklace. In Brookline, funds will assist the Riverway and Leverett Pond areas, up to Ward Pond. In 1985, the town assisted the Program in selecting master planners, archaeologists and historians who have begun their studies. In April 1985, the town convened its Community Liaison Group for a report on the Program and to involve citizens in the project. In Spring 1986 the first funds will be applied to the pruning and removal of old, hazardous, diseased, and dead trees and shrubs. Further restoration work will continue in 1986.

The Friends of Brookline Reservoir, due to an energetic fund drive, had an extremely successful year in 1985. This newly formed group of neighborhood advo-

cates responded to the loss, in a recent winter storm, of dozens of aging trees by launching a vigorous fund-raising campaign. Their efforts raised over \$13,000. Assisted by funds and staff expertise of the Parks Division, Parks and Recreation Commission, Planning Department, and Conservation Commission, a landscape design and selection of trees and shrubs was completed. Planting took place in Spring 1985 and was celebrated in October, 1985 at a gala festival in which Representative Eleanor Myerson, members of the Board of Selectmen, Town Officials, and neighbors all participated.

In Spring-Summer 1985, an expanded Town Beautification Program was initiated resulting in Summer-flowering annuals blooming in traffic circles and parks town-wide. Barrels at MBTA stations were also planted. In Fall 1985 thousands of bulbs, including tulips and daffodils, were planted town-wide in anticipation of a colorful Spring in 1986.



Hurricane Gloria damage, September 1985
Forestry Division

On September 27, 1985, a natural disaster named Hurricane Gloria struck the area, doing considerable damage to the trees of Brookline. A total of 191 trees were felled by this storm and an additional 58 were damaged to a point where they had to be removed. The total street trees and trees in parks and other public properties that were lost was 257.

Removal of all these downed trees after the storm was performed by the Forestry Division with a great deal of assistance from all the Divisions of the Department of Public Works. With the exception of some rented equipment, this tremendous task was carried out without the use of outside contractors.

A Federal and State application for reimbursement of funds expended related to "Gloria" has been filed. Because of all the storm-related work, it was not possible to plant trees in the Fall planting season. Therefore, this

program was limited this year to the planting of 150 trees by the Forestry Division personnel. In addition, 90 trees were planted within CDBG Contract, including some large specimen trees in the rehabilitation program at Harvard Square in the Brookline Village area.

An ambitious tree planting program has been planned for 1986 including the replacement of trees lost to the Hurricane. Two hundred and ten dead, diseased, or dangerous trees were also removed by the Forestry and/or a joint contract with the Boston Edison and the New England Telephone Companies. Several trees were destroyed by cars during the year. Their value was appraised and recorded with the police investigators. Approximately \$8,000.00 in insurance claims were made, most of which was recovered and deposited in the town's general fund.

Because of the tremendous work load this year, only 100 stumps were removed below grade. There is now a backlog of these of nearly 1000 stumps to be removed. Again this year, Brookline was spared from the pesky Gypsy Moth, and the spray program was limited to isolated infestation of aphids and weed and brush controls of the golf course and Juniper Playground using relatively low risk and environmentally safe pesticides.

Within this program, numerous calls to dispose of bees, wasps, and hornets were answered and disposed of.

The tree trimming program again this year was a limited one, restricted to over 750 citizen calls for tree maintenance. A line clearance program for the Boston Edison Company was also completed this year at no cost to the town.

Other work performed by the Forestry crew consisted of the disposal of several hundred tons of wood, brush, and debris, making available to residents over 100 cords of firewood split in 4 foot lengths, electric light and pole maintenance at the ice rink and tennis courts, chipping of Christmas trees for the Sanitation Department and assisting the Park and Highway in snow and ice removal.

The Tree Planting Committee is also happy to note that the Forestry Division, again this year, cooperated with the School Department in their Annual Arbor Day Tree Seedling Program.

Cemetery Division

This year saw an improvement to the turf grass areas at the Walnut Hills Cemetery as a result of increased applications of lime, fertilizer and grass seed. In addition, the Cemetery received a new crew cab dump truck which increased the efficiency and productivity of the Cemetery staff. The Cemetery Division also utilized the new 52" wide area rotary mowers which markedly improved the appearance of the grass areas.

As in the past, the Trustees of the Walnut Hills Cemetery continued to hold regular meetings throughout the year to review Cemetery Division operations. The various Trust Funds under their care received a significant amount of attention.

During the Summer, youths provided by the Human Relations-Youth Resources assisted the regular cemetery

staff with their grounds care activities in order to return the cemeteries to their best possible condition.

After Hurricane Gloria, other D.P.W. Divisions assisted in cleaning up extensive debris from the four trees downed at Walnut Hills Cemetery and the two trees downed at the Old Burying Grounds on Walnut Street.

Conservation Commission

Three Conservation Commissioners were newly appointed in 1985: Barbara Whiting-Drew, Lewis Edge and Richard Shibley. The Selectmen accepted the resignation of Birge Albright, Keith Lakey and Joanne M. Bury, with thanks for their service to the town. The seven Conservation Commissioners met regularly and worked closely with the newly-appointed Conservation Administrator, Katherine A. Terzi, and the Division Director, Paul R. Willis. The Commission is also assisted by 19 Associate Members, many community volunteer groups and a part-time Federally funded office aide.

1) *Conservation Areas*—The four areas, totaling 5 acres, are well utilized for outdoor education program and passive recreation opportunities by citizens of all ages throughout the year.

A Diagnostic/Feasibility Study of Hall's Pond began in September 1985 funded by the State Clean Lakes Program (\$42,000) and the town (\$18,000). After an exhaustive review in Winter/Spring 1985, the consulting firm of Metcalf and Eddy was hired to undertake the study scheduled for completion in Fall 1986. The study will examine the ecosystem and water quality of Hall's Pond and together with citizens, recommend technical methods for improving the quality and abating pollution of the Pond. The first public meeting was held in November 1985 and the first progress report completed. Throughout the year, the Friends of Hall's Pond, Inc., participated in the water quality concerns, ongoing care and maintenance program as well as the annual Spring and Fall clean-ups.

Spring and Fall clean-ups and walks were held at the D. Blakely Hoar Sanctuary with the assistance of the Baker School and Putterham Civic Association. Friends of Lost Pond sponsored Spring and Fall clean-ups at Lost Pond. An educational walk was led by arborist Carl Cathcart in October 1985.

In May 1985 matching funds were granted by the town and the National Park Service for improvement of Amor Woods. Implementing the first phase of a plan designed in 1978, funds were used in Winter 1985 to prune and remove dead, diseased and dangerous trees and shrubs, prepare the site and remove invasive plants. Work will continue with the goal of opening the area's only full-accessible barrier-free nature trail in Fall 1986. The Cottage Farm Neighborhood Association will continue to be involved as the project develops.

For all Sanctuaries, the Commission seeks grants and community involvement in implementing management and public awareness programs.

The Commission coordinates with state and town

agencies in seeking to preserve and protect open spaces. Six conservation easements are under the jurisdiction of the Commission in cooperation with private landowners.

2) *Outreach/Educational Efforts*—Based on the model of the Friends of Hall's Pond, and the Annual Earth Week events, the Conservation Commissioner seeks the assistance of numerous individuals and groups in assuring environmental quality and acting as Open Space advocates. The Administrator continues to coordinate with the existing neighborhood, scout, garden club and friends groups and was instrumental in the establishment of new groups, including Friends of Linden Park. Community group efforts address issues ranging from water quality, fundraising and clean-ups with the technical assistance of the Commission. In this line, a meeting was called in April 1985 for all the Presidents of Friends groups, at which much mutually useful information was shared.

In implementing a long term high priority goal, research and updates of an environmental guide for teachers continued. The guide will be an important environmental awareness tool for citizens and teachers alike. Ms. Terzi led classes at the Devotion School on forest ecology, in preparation for a class trip to the mountains of New Hampshire.

Commission member Henry T. Wiggin again led the popular bird walks for citizens touring Open Spaces and wetland habitats.

The Commission continued its liaison work with garden clubs. Ms. Albright and Ms. Terzi addressed the Chestnut Hill Garden Club on open space issues.

Work began on a short newsletter to Brookline citizens to inform them of Commission activities and program and to encourage wise use of Brookline's natural resources, parks and sanctuaries.

3) *Events*—The third Annual Open House for Open Space in November served as an important forum in celebration of our heritage and the efforts of 18 co-sponsoring community open space advocacy groups which co-sponsored the event. Special guest speaker, Representative Eleanor Myerson, addressed the vital role of volunteers in preserving open space in urban communities. Ms. Estelle Katz attended as representative of the Board of Selectmen.

Ms. Drew and Ms. Terzi led an educational walk in Fall 1985 through the Olmsted Park/Leverett Pond area, in cooperation with the Arnold Arboretum.

The Annual Conservation Commission Summer meeting and picnic was held in June, 1985 and was well-attended by members of Friends groups.

4) *Environmental Protection*—in the ongoing State mandated administration of the Wetlands Protection Act, several developments required regular inspections in addition to routine monitoring of all wetland areas and flood plains. Two Determinations of Applicability (Amory Park, Hammond Pond Parkway), three Orders of Conditions

(Gulf Oil, Hammond Pond Parkway Lot 3 and Lot 5) were issued.

Oil spills at Willow Pond were quickly contained and were monitored in coordination with the D.P.W. and State officials. A Muddy River Task Force was convened under Conservation Commission auspices and the broad-reaching implications of protecting the Muddy River were discussed.

A State Grant was received to sponsor a very successful Noise Control Training Workshop in May 1985. Participants from Newton, Watertown and Brookline learned how to monitor noise pollution and enforce local legislative mandates. The Conservation Commission began work to transfer expertise and responsibility for monitoring noise complaints to the Police Department. Under the direction of Lt. Gerald Heffernan, the police will begin this role in 1986, with conservation staff continuing to lend expertise and work with the Planning and Building Departments.

5) *Interdepartmental Assistance*—The Conservation Commission members and staff cooperate with many departments and agencies at town and state levels to improve environmental quality. In 1985 notable cooperative efforts included to Town Beautification Program and Brookline Reservoir replanting.

RECREATION

"He that will make good use of any part of his life must allow a large part of it to Recreation." (John Locke, author).

The Department generated \$462,239 in fees, an increase of \$35,697 over last year.

The Park and Recreation Commission consists of seven unsalaried members appointed by the Board of Selectmen for three-year terms. The Commission is united in a team approach to accept nothing less than Recreation service excellence. It is their task to approve all policies and to develop plans for meeting the present and future recreation needs of the Town of Brookline. There are many outstanding contributions from the Board and conscientious attention to its mandate.

The Recreation Department has made every effort to enrich the quality of life in the town by providing constructive and creative leisure opportunities in addition to recreational experiences that contribute to physical health and development, social adjustment, and emotional well-being for all who wish to participate.

Under the guidance of the professional staff, over 600 people provide volunteer leadership that helps to enhance many of the Department's programs. Soccer, Baseball, Softball, Volleyball, Gardening, Morning Play, Day Care, and Handicapped Programs all benefit from these dedicated people.

The Pool serves the town in a number of valuable categories. The major aspects of its service are the providing of swimming instruction and offering recreational outlets in various ways for people of all ages. Instruction is offered at all levels including beginners, advanced beginners, intermediate, advanced swimming and lifesaving. Recreational swimming is provided for all age groups. The Tot Program is offered to children 6 months to 3 years 6 months when accompanied by a parent. All facilities are shared with the School Department throughout the year during the school day. Competitive swimming is offered through the High School as

well as the Recreation Department's teams. Excellent conditioning and stroke mechanics are provided to all participants. American Red Cross certified programs are made available. Sunday Morning Swimming was made possible by donations from many citizens to the Recreation's Boosters Club to pay for the cost of the required staff mandated by law. Several programs were designed for the handicapped under the guidance of the individual's physician. Aqua Dynamics and Lap Swimming continued to be extremely popular.

The Golf Car concession was operated by the town for the first time with a profit of over \$30,000 going into the town's general fund. Total Golf Fees amounted to \$229,973, the largest amount ever realized from this program. The profit made at this facility continues to increase each year.

The John Smith Soccer School conducted a first class Soccer Camp at no cost to the town. Fundamentals and team play were emphasized during the regular Soccer program.



Putting on the green at Putterham Meadows Golf Course, affectionately known as the "muni" our outstandingly beautiful course (Recreation Department)



Under the lights at Cypress Playground, the softball game continues to flourish (Recreation Department)

Gardening was promoted under capable volunteer leadership at Anderson Park. All 62 plots were rented to local residents for a nominal fee. A Vegetable Exchange Day and Cookout was the highlight of the season.

The Coed Volleyball League has not only increased in number but the participants have improved in playing ability as well. The League consists of six teams and is scheduled Monday evenings during the winter season.

Basketball Leagues are also conducted weekly with twelve teams taking part. Many more adults are becoming aware of the importance of Physical Fitness and are taking advantage of the varied programs offered at the Physical Education-Recreation Facility. Youths have shown an increased interest in Floor Hockey, Gymnastics, Arts and Crafts, and Dance.

The Drop-in Center at the James J. Lynch Facility is an exciting place for teenage youth in the afternoon, and for adolescents and young adults during evening hours. All are welcome to participate in Pool, Table Tennis, Games, Music, and Special Events.

Since the implementation of Brookline's Cablevision Public Access Program, Brookline Community Cable, the Department has been an active user of Access Production and Broadcast facilities. The Department's Cable Coordinator has been responsible for Musical and Dramatic shows that have been most innovative, and last fall he received several awards, in recognition of his outstanding performances and participation. In addition, Golden Age Club events, Tap and Baton Recitals, Golf Matches, Tennis Tournaments, Exercises, Twilight Softball Finals and other Special Events were broadcast throughout the year.

The Day Camp program for children ages 4-6 includes the following: Free Play, Apparatus Play, Arts and Crafts,

Games of low organization, Swimming, Athletic Games and Contests, Music, Creative Drama, and Special Events. Children ages 7-13 enjoyed many of the same activities on a more advanced level.

Recreation for Brookline Senior Citizens at their regular meetings consists of special events, guest speakers, business, and refreshments. Excursions to places of interest are held throughout the year and all holidays are celebrated. The Recreation staff assists the officers and executive board with club plans. The Department cooperates with Adult Education to provide Yoga, Square Dancing, Line Dancing, Social Dancing, Bridge lessons and the Senior Citizen stretch class. They also take part in many of the regular programs. Every effort is made to cooperate with all agencies serving this age group to avoid duplication of service.

Tennis is on the upswing due to our excellent professional who has stimulated a great deal of interest through individual as well as group lessons. An additional 211 permits were issued this year.

The Recreation Special Needs programs continue to flourish. Every effort is made to integrate participants into regular programs.

Four hundred and eighty-four young adults played in the three Softball Leagues. The team sponsors and individuals have been most cooperative in buying new uniforms and equipment.

Morning Play and Day Care continue to be a very important part of the program.

Attendance at Anderson Skating Rink increased considerably.

Once again we promise to faithfully pursue every avenue available to enable us to continue to provide meaningful recreation to every age group in Brookline.



Soccer is one of the most popular programs. Some of the over 600 participants are shown during a game (Recreational Department)



Big smiles are the order of the day while skating at the beautiful Anderson Park Skating Rink (Recreation Department)



Participants in the Youth Hockey League scramble for the puck under the watchfull eyes of the official (Recreation Department).

PUBLIC SCHOOLS

Significant progress was made on the multi-year goals which Dr. Charles L. Slater, Superintendent of Schools, submitted to the School Committee. A major goal, the teaching and practice of writing, is being reviewed across all disciplines and was the subject of a Task Force headed by Dr. Patricia Ruane, Assistant Superintendent for Curriculum. Dr. Ruane and several teachers gave a Curriculum Presentation on Writing in February to the School Committee. It was described as "best curriculum report" by School Committee members.



Runkle Student writing

Writing

There is more writing going on now in the schools than ever before. Runkle School was singled out for an award by the National Council of Teachers of English in its Centers of Excellence Program. The Runkle program was cited for its writing curriculum and instruction. Word processors in special education, the use of pre- and post-drafts in writing and the visits of an outside writing specialist at the Lawrence School are a few of the many developments in writing now underway in the schools. At the Heath School, the Book Fair brought authors to the school to talk about the writing process.

Staff Development

Staff development and support is being explored via a Task Force headed by Dr. Louise Thompson, Assistant Superintendent for Instruction. The Task Force members have been discussing a number of major concerns. They have discussed teachers as trainers, curriculum developers, and researchers and they are seeking ways for teachers to grow as professionals and be trained in curriculum. In addition, the Task Force is looking at issues in individual school buildings.

High School Requirements

A review of Requirements and Exceptions for High School graduates was undertaken this year. Members of the Committee who reviewed requirements gave a preliminary report to the School Committee. Curriculum Coordinators will recommend the requirements for graduation in each of their areas. Recommendations will be reviewed by the School Committee in the Fall of 1986.

Grades 6, 7, and 8

The Grade 6,7,8 Study has been ongoing. The study skills program will be expanded and plans made for conferencing with parents. There was more communication from school to home and a new math course in grade 8 was introduced as an alternative to algebra. A Foreign Language Task Force was established to improve pilot programs in grades 7-12, to review the pilot programs in grade 6 and to encourage more foreign language activities at all levels.

High School

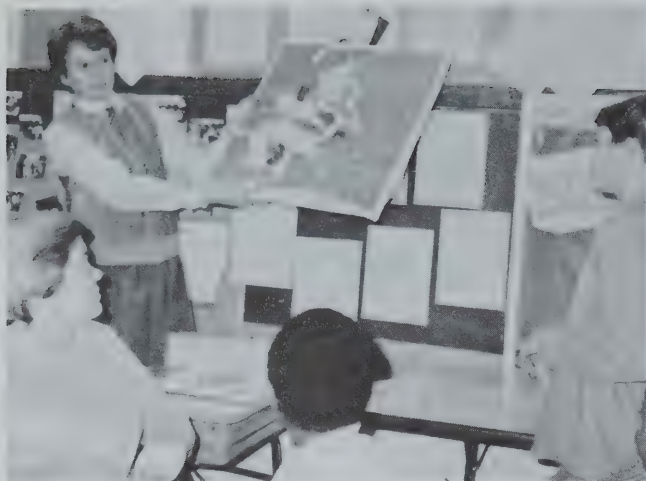
Dr. Robert McCarthy announced exciting academic news at the High School: 14 Seniors were named as Semifinalists in the National Merit Program while 28 Seniors were named Commended Students. BHS students scored well on Advanced Placement exams. For 100 students taking exams, the average score was a 4.2 out of a possible 5. (The national average is 3.) More than 98% of BHS students taking the exam scored 3 or better.

Students also had outstanding performances in the national Math Olympiad competition and, participating for the first time in the New England Science Olympiad, students brought home a trophy.

A new Attendance system was successfully implemented this year. There are now procedures in effect for students who cut classes, as well as a sophisticated method of reporting and recording absences from classes and a system for dealing with students who consistently cut classes. The system is working well; attendance at the High School has dramatically increased.

A Saturday school now in operation serves students who have attended High School for at least two years, have difficulty functioning in regular school and have earned fewer credits than expected. Funded by Occupational Education State funds, the Saturday school serves 15 students in classes of English (writing) and Math (related to business). During the week, the students spend 24 hours or more on a paid job in the community. In addition, the students continue to take regular High School classes as electives during the school day.

Drama Club students were invited for the second year to participate in the Educational Theatre Conference in London. Students in the foreign language department made trips to Mexico, Italy, and France to enhance their study of foreign languages.



Pat Stanley, Lincoln teacher and class with project.
(Photo by Thelma Gruenbaum)

Elementary School Highlights

This year marks the 50th anniversary for the Baker School with a celebration in May for current students and alumni and special guest, Governor Michael Dukakis. Heath and Driscoll Schools welcomed new programs to their schools this year: Heath hosts a Hebrew program while Driscoll is the new home of the Multilingual preschool program.

Driscoll School continued to celebrate the arts through its Arts Equinox and accompanying auction which helps raise funds to bring a number of artists to the school. Heath School in addition to its Book Fair with local authors continued to offer its Speaker Series for upper elementary students.

At Lawrence School, a writing In-Service program with a visiting writer took place as well as an intensive focus on Study Skills. The Lincoln School involved all of its 6th, 7th, and 8th graders in a Law Unit with mock trial and speakers representing the Court, Police Department and the law. New this year at Pierce School is a Special Education program for severely developmentally delayed students. With the cooperation of the School and Principal Al Fortune, these youngsters are now mainstreamed into the school rather than being served in a residential setting.

Students from all of the elementary schools were encouraged to participate in the second annual Invention Convention; almost 200 students from kindergarten through 8th grade participated. The day was, as one of the coordinators of the event put it, "a day that made all teachers proud to be educators." Ten children were selected to participate in the Museum of Science's "Inventors Weekend" by Museum staff while several more young inventors were given Honorable Mention.

Special Education

The Special Education Department now has a Work Activity Center at BHS, PROJECT START, funded to provide a variety of services for a group of 25 to 30 special education students by teaching them specific skills and

job-related training. The Project is under the supervision of Vocational Rehabilitation Counselor Arnie Marcus and a trained teacher and aide. PROJECT START is funded by the Department of Education, Division of Special Education. Students using the Center spend one or two periods each day in skills training and related activities while taking academic courses in either special education classes or in regular high school classes. A continuum of work experiences—simulated work to learn selected vocational skills, in-school jobs in controlled settings, supportive work outside school to prepare for real world employment, transitional work, and individual placement for on-the-job training—are coordinated through the Center so that students learn appropriate work behavior, job-seeking, and skills to retain jobs.

METCO Celebrates 20th Anniversary

METCO, a voluntary desegregation project using state funds to bring Boston students into suburban schools, celebrated its 20th anniversary this year. Beginning with 50 elementary students and 25 high school students, there are now 300 METCO students enrolled in Brookline from Kindergarten through High School.

In October, at the Superintendent's Symposium, Dr. Donald Smith, Professor of Education at City University of New York, was guest lecturer for the anniversary celebration. Dr. Smith spoke on academic and cultural achievement for black students by helping them develop a good sense of self through understanding their cultural heritage.



Dr. Rudine Sims (right) with Dr. Patricia Ruane and John Tieman at Black Literature Seminar.
(Photo by Thelma Gruenbaum)

An "Institute on Black and Brown Children's Literature" featured Dr. Rudine Sims, Professor of Education at U. Mass/Amherst. The Institute focused on understanding and choosing classroom books both for and about Afro-Americans. In April, Anthony Lukas, author of "Common Ground," spoke about his book which gives the background of three Boston families during the time of the desegregation order for Boston when busing began.

Early Education

Brookline continues to show leadership in the area of Early Education. As an outgrowth of the Brookline Early

Education Project, three Transition to Kindergarten classes are continuing in the elementary schools. Classes are intended for children who are chronologically eligible for Kindergarten but who would benefit from another year to mature or who will turn five years old during the school year. An Early Education Newsletter, funded by the Brookline Community Fund, will serve childcare providers and professionals in the Brookline area. In addition, Dr. Slater has been named Chairman of the Early Education Advisory Council to the State Board of Education.



*Transition to Kindergarten student
(Photo by Thelma Gruenbaum)*

Schools Get State Education Funds

Last summer, the Legislature passed the Public School Improvement Act of 1985. The legislation will make funds available to the Brookline schools for the next two years. School Improvement funds provide \$10 for each student enrolled in grades K through 6. School Improvement Councils in each school have determined how to spend the funds, subject to veto of the School Committee. Projects funded by School Improvement Councils included: equipment (audio-visual), support for artists (visual dance, storytelling), and renovation of a theater in a school.

Professional Development Grants for increasing teacher salaries and other compensation are being negotiated between the Brookline School Committee and the Brookline Educational Association. These funds are intended to enhance the professional lives of teachers. To fulfill some grants the teachers selected will take on additional responsibilities for training, curriculum development, drop-out prevention, and in-service instruction.



*Louise Thompson
(Photo by Randy Goodman, courtesy of Brookline Citizen)*

Louise Thompson Leaves Schools

Dr. Louise Thompson, Assistant Superintendent for Instruction, is leaving the Brookline Schools to become an Educational Consultant/Trainer with Dr. John Saphier. Dr. Thompson, who has been with the system for 9 years, beginning as Guidance Director, and then serving as Assistant Superintendent in two administrations, has made enormous contributions to the system. Dr. Charles Slater emphasizes that Dr. Thompson will be "sorely missed." He points out that "she not only provided leadership through difficult times, but inspired all to higher levels of achievements." She also taught leadership seminars to parents, students, teachers, advisors, and secretaries. She will be missed and we wish her well.

Brookline Foundation

The Brookline Foundation, a private non-profit organization founded in 1981 to raise funds to preserve quality education and to enhance teacher development continues to support a number of projects in the schools. In addition to staff development project in each individual school building, the Brookline Foundation supplied funding for the Tutoring Center, "Reflections" (The Brookline Educational Journal), the Alumni Project, projects in each of the individual school buildings and many more projects. The Foundation draws on the resources of nearly every segment of the Brookline community.

Building Improvements

A number of major improvements were made to school buildings over the summer. This included Science Labs at the Baker, Runkle, and the Lincoln Schools. At the Heath School, a new library and Teacher's room were created. At the high school, the Foreign Language area was renovated.

Parents and Community Help Schools

This year marked the beginning of the Teacher Substitute program which trains and coordinates the substitutes for the schools. More than 150 teacher substitutes have been trained and were able to help out in the classroom this year. In addition, the Brookline School Volunteers continued to provide help for the classroom for the 20th year. More than 300 people volunteer to help out in the schools. This year marks the second year of the Tutoring Center at the High School, established by volunteers and the completion and use of the Resource Directory listing parent and community resource volunteers. In addition, representatives of parents and citizens groups throughout the town have been meeting to plan the Demographic study, the results of which will help the School Department plan for space and redistricting. The Analytics group has been hired to do the study with a report due at the end of May.



*Victor Cockburn works with students at Driscoll School
(Photo by Carol Macbain)*

Arts and Artists in the Schools

Strong support and interest in the arts by Brookline teachers this year have included a number of activities: Kindergarten and preschool teachers have been awarded Commonwealth In-Service grants to learn more about eurythmics, techniques for movement and music. A number of artists are in residency at the Schools. Poet Judith Steinbergh and visual artist Karen Moss are at Runkle School and Brookline High, respectively. Sculptor Peter Lipsitt worked at the Lincoln School, while the Brookline Arts Center collaborated with Devotion School. In addition, the Loon and Heron Theater and the Ramon de Los Reyes Spanish Dance Theater paired Lawrence and Lincoln with elementary schools in nearby Boston neighborhoods. Pierce School is participating in a cultural resource project with the Children's Museum on Native American culture.

LIBRARY

Public Library

Library Board of Trustees

At their regular meeting in May, the Library Trustees elected H. Richard Tyler Chairman of the Board. Jonathan S. Fine was elected Treasurer and Marguerite Lipman, Secretary.

The Chairman appointed the following Trustees as Chairmen of the Standing Committees: Finance, Sandra Stotsky; Library, Jules Becker; Building, Phyllis Podren.

Gail Pool was appointed by the Chairman to serve as liaison to the Friends of the Brookline Public Library.

JoAnn Blumsack was elected by Joint Convention with the Selectmen in June to fill the vacancy caused by the resignation of Scott Burns.

A special Automation Committee was established with Barbara Marcus as Chair.

JoAnn Kantorowitz was elected by Joint Convention with the Selectmen in October to fill the vacancy caused by the resignation of Martha Edmondson.

One of the Trustees' highest priorities is to increase the principal of its trust funds through encouraging donations and fundraising. In 1985 there were a number of generous donations to the library trust funds. A special fund in memory of Shalom Haase was set up to honor this citizen's long service to our town and its library.

The major priority for the Trustees this year was setting in place the framework to make possible the subsequent development of an automated library. This is described below. Long-range financial planning was also initiated so that budgetary considerations may be developed around programmatic needs. The early steps of strategic operational planning were taken so that the Trustees are better prepared to foresee problems of the next 5-10 years. These activities provided for a cohesive Board that accomplished a number of its objectives and one that can face more directly the programmatic changes that the next few years require. The Trustees were helped by an able administrative and professional staff with whom they are proud to serve.

Library Services

The library's major theme for 1985 was improvement of service. All library operations were looked at to see how well they helped people find the books and information they needed. At the main library, at both branches, in the children's rooms, in technical services, at the reference and circulation desks, and at the card catalogs, a patron's eye view was adopted by the library staff.

As a result of this view we:

- Merged the confusing "old" and "new" card catalogs at Coolidge Corner and Putterham into easier to use single alphabet listings;

- Established a Chinese Community Advisory Committee at the Coolidge Corner branch;
- Made collection analysis at the main library a year round (rather than summer only) program;
- Prepared bibliographies for the Council on Aging and other community agencies;
- Started large print collections at Putterham and Coolidge Corner branches;
- Started a compact disc collection at the main library;
- Established a summer collection of school library books from the Baker School at the Putterham branch;
- Bought more English as a Second Language and self-help motivational tapes and books on tapes;
- Worked with classroom teachers, school librarians and curriculum coordinators to improve our services to school children;
- Put new public photocopiers at Putterham and in the children's room, and a second machine outside the main library's busy reference room;
- Created "Terrific Twos," a new parent/toddler group;
- Sped up the processing of new books;
- Got books reshelfed faster;
- Increased our collection of computer books and magazines;
- Started parents' collections at the main and Coolidge Corner children's rooms; and
- We plan to do even more in 1986!

Automation Planning

In a major cooperative venture, the Library Board's Automation Committee worked with library staff in preparing a comprehensive analysis of how the library's operations and services could be improved through automation. This report sets the path for the next decade of technological change at the library.

The report describes three phases of library automation. In Phase One the library will create a machine-readable database listing all of its books and other library materials. Phase Two will see the library replacing its 30-year-old, inefficient, labor-intensive photocharging circulation system with an online computerized system. When Phase Three is completed, the library will have an online public access catalog (OPAC) to replace its existing card catalogs. The OPAC will use the same machine-readable database created in Phase I for the circulation system.

The entire project will make it easier for library users to take advantage of the library's resources.

Gordon Pew, formerly head of the catalog department

at the University of Lowell, joined the staff in October as Head of Technical Services. In addition to being a key participant in developing plans for the library's automation, he will analyze all current technical services procedures, routines and operations; recommend changes to streamline, simplify and speed up the classifying, cataloging and physical preparation of all library materials; and evaluate the various on-line cataloging and retrospective conversion options appropriate for Brookline and develop plans to implement them.



Teddy Bear bash

All library programming for adults and children continued and grew despite the time and energy required for automation planning. Pictured above is JoAnn Henry of the main library's children's room, who, with help from the children's staff and the Friends of the Library, gave a special afternoon of stories, dialogue, film and food for this year's story hour children and their bears.



Art in the Library

In November artist Judy Eisenberg presented a series of portraits on ceramic tile of notable historic buildings in the Brookline Village area to the library. This gift will be on permanent display in the main library's reading room. The project received a grant from the Brookline Council for the Arts and Humanities, and funding from other Brookline organizations and individuals. It is representative of the library's growing cooperative involvement with local artists and musicians which include our work with the Brookline Art Society and the Brookline Library Music Association.

Friends of the Library

Molly Wiellette, the Friend's indefatigable president, led a group of 400 citizen members in providing service to the community through the library. The three primary functions of the Friends in 1985 were fundraising through an annual book sale, the delivery of books to the homebound, and helping the staff expand general library services through a volunteer program.

Performance Measures

Circulation for the entire library system was 460,588, with an average of 1,308 books, magazines, and recordings circulated every day the library was open. Increases at both branches were the direct result of public service hours added through the restoration of staff. Our busy reference desk once again answered more than 60,000 questions, while the technical services staff cataloged 11,500 new books. Our fine-free festival brought 597 books back to the library, some missing more than eight years.

The working of the library requires the cooperation of the professional librarians and library support staff, as well as its administration, and a positive inter-relationship with town administrators and town bodies. We were very fortunate to have such supportive interaction this year by all parties.

PLANNING AND DEVELOPMENT

Planning Board—Planning Department

Organization and Function

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen to serve in an advisory capacity on Town planning and community development issues.

The Planning Department serves as staff for both the Planning Board and the Board of Selectmen. The Department has five full-time professional planners and is administered by Planning Director Jay Woodward, who is appointed annually by the Board of Selectmen. After more than twelve years of outstanding service, Assistant Director Mark T. Eldridge resigned to become the Planning Director for Burlington, Vermont.

In addition to Department staff members serving on a variety of local and regional task forces during 1985, Planning Director Jay Woodward was appointed Brookline's representative on the Metropolitan Area Planning Council.

Zoning and Development Review

The development review function continued to be the most significant activity of the Planning Board and Department, with a total of 147 zoning cases in 1985. sixty-seven were Board of Appeals cases, 16 of which involved design review, and 80 were design review cases for new signs and facades. These cases were handled by Senior Planners Jim White and Nancy Loeb. Design assistance on zoning cases was provided by the Department's design consultants John Furlong and Ty Zeigler.

Significant developments reviewed by the Planning Board and approved by the Board of Appeals during the year include a mixed use project with 71 condominium units and medical offices on the site of the former

Dy-Dee Diaper Service, 12 townhouses on Washington Street, an office building expansion at 830 Boylston Street, and a three-story commercial building on the former Gulf Station site in Coolidge Corner. 1985 also marked the final approval for and beginning of construction of the B-2 parcel, the remaining component of the Marsh Urban Renewal Project. Also approved this year were the remaining house lots in the Forest Street subdivision. Several major projects approved earlier were under construction this year including the 30-unit condominium development at Cemetery Drive and Heath Street, 18 townhouses on Alton Place, an apartment house at 1111 Beacon Street, and the Travelodge expansion on Beacon Street.

Renovated facades and new signs were approved by the Planning Board in all of the town's business areas. The most comprehensive project approved this year was the restoration and renovation of the impressive S.S. Pierce building in Coolidge Corner. Some other notable improvements include Walter's Restaurant at 1700 Beacon Street, Chef Chow's House on Harvard Street, renovation of a fire damaged block in Washington Street, an adaptive reuse project at 124 Harvard Street, and installation of uniform signage for the stores at Putterham Circle.

The Planning Board and Town Meeting dealt with several zoning issues during the year. In November, Town Meeting adopted zoning amendments recommended by the Planning Board to reduce the height of buildings in all apartment districts, strengthen zoning controls over institutional uses in residential districts, and clarify several sections of the By-law. Rezoning proposals for lower Beacon Street and the industrial district along

A new commercial building on Beacon Street in Coolidge Corner



for lower Beacon Street and the industrial district along Brookline Avenue were deferred by Town Meeting for further study.

Community Development Block Grant

The preparation, monitoring, and evaluation of the town's \$1,378,000 Community Development Program remains a critical function of the Planning Department. Working closely with other town agencies and citizen groups, CD Administrator Gail M. Lewis has provided staff support in preparing and implementing recommended programs.

During 1985, the town entered into a memorandum of agreement which represents the town's commitment to historic preservation for community block grant funded activities. The agreement between four local, state, and federal agencies will encourage and enhance the town's sensitivity to archeological and architectural preservation.

Overall, a major aspect of the Department's work is providing coordination and technical assistance for the twenty-three programs and activities funded by the town's Block Grant. The grant has helped to facilitate park planning, commercial area development in Brookline Village, housing rehabilitation, and public services to low and moderate income households.



Brookline Village public improvements

Commercial Area Planning

The major focus of the commercial planning effort this year was a new facelift for Brookline Village. With approximately \$583,500 in state and federal Urban Systems funds, the town has undertaken an ambitious safety project, updating traffic control signals and adding other safety features. With an additional \$111,800 in CDBG monies, the town is complementing the safety project with a range of amenities designed to improve the image and commercial appeal of the area. Attractions include brick sidewalk edging, period street lighting, new trees and landscaping, old-fashioned benches, and a mini-common with a Victorian clock and restored town seal.

Five commercial areas in the town—Coolidge Corner, Brookline Village, Washington Square, Commonwealth Avenue, and the Marsh Urban Renewal Area—continue to maintain their status as Commercial Area Revitalization Districts (CARD). With this designation, commercial developments within these areas may qualify for below-market tax-exempt bond financing and other incentives available through the Massachusetts Industrial Finance Agency (MIFA). This year, MIFA approved \$3.6 million for the rehabilitation of The Market at Brookline Place, part of the B-2 parcel development.

Redevelopment

The Department continued to have the lead responsibility for the town's redevelopment efforts. Site and architectural plans for the medical/office/retail complex on the B-2 parcel in the Marsh Urban Renewal Area were approved by the Board of Appeals in March. Rehabilitation of the surviving buildings is underway, with initial occupancy anticipated for May of 1986; construction of the structural steel framing for the office building was completed in November. The town has undertaken its responsibility for perimeter improvements, such as brick sidewalks and period lighting along Washington Street, and funds have been appropriated for completion of the second phase of the perimeter improvements plan.

Housing Planning

An unprecedented rise in housing costs, coupled with massive cutbacks in federal housing assistance, has led to a crisis in "affordable" housing, especially for the elderly, young and single-parent families, minorities, new immigrants, the handicapped, and others of modest means. In keeping with the town's long-standing commitment to population diversity, the Planning Department has devoted considerable attention to developing creative housing initiatives to meet this need. These efforts were coordinated by Program Planner Judy Alland.

The Department has investigated a number of options. These include: the preservation of the town's dwindling supply of low-rent, single-room occupancy units such as lodging houses; "limited equity" cooperatives, in which shareholders agree to forego some long-term profit in exchange for lower current housing costs and the security

of homeownership; and congregate housing, especially for the elderly and/or single-parent families, in which residents reduce costs by sharing facilities and services. The Department is also exploring innovative mechanisms to finance these and other affordable housing developments.

To further these projects, the Department applied to the Executive Office of Communities and Development (EOCD) for a grant under its Strategic Planning Program. The grant which has been awarded, will provide funds to prepare specific plans to implement the most feasible housing alternatives.

Energy Conservation Planning

This year, the Planning Department continued its efforts to assist residents and businesses in reducing energy costs, increasing energy efficiency, and converting to renewable energy resources.

With a HUD grant awarded by the Executive Office of Energy Resources, the Department and the Brookline Improvement Coalition, Inc. (BIC) joined forces with non-profit organizations in Allston-Brighton and Jamaica Plain to run the Solar Energy and Energy Conservation Bank Loan Program. The program provided subsidized loans to residents who wished to reduce their fuel bills through energy conservation measures and solar hot water systems. Lower income borrowers received higher subsidies.



For Brookline Residents. 1985-86

In spite of recent declines in oil prices, the Department remains concerned about long-term price and supply. Thus, it will continue to develop policies and programs geared toward increased energy efficiency.

New housing units for Brookline



The Brookline Improvement Coalition, Inc. (BIC)

The Brookline Improvement Coalition, Inc. (BIC) is a non-profit organization dedicated to promoting affordable housing opportunities for low-to-moderate income residents. The organization was founded in 1980 in response to the increasing threat of displacement of low-to-moderate income tenants due to condominium conversion. With an Innovative Grant from HUD, the BIC administered the Equity Transfer Assistance (ETA) program, which provided loans to tenants to assist them in purchasing their rental units as condominiums. The program, which assisted 33 clients in achieving homeownership, received a national award from HUD.

Subsequently, the BIC worked with the Planning Department to develop two energy conservation loan programs (see "Energy Conservation Planning").

Currently, the BIC is concentrating on affordable housing, "brainstorming" with the Department on the types of initiatives put forth in the Strategic Planning Proposal.

To the extent possible, the group is looking for projects which: address specific needs of a segment of the population or of the housing stock; are replicable; leverage private investment; recycle any public or non-profit funding; reduce housing costs by reducing operating costs, profits, or financing costs or by the sharing of services or facilities; and ensure long-term affordability.

**Capital Improvements
Programming/Technical Services**

The Planning Board has maintained the Capital Improvements Program process, reviewing proposed capital expenditures of town departments and evaluating them in terms of priorities, fiscal impact and relationship to the Comprehensive Plan. In FY 1986, \$3.2 million worth of capital projects were approved, mostly financed by bonding. However, there is still a serious backlog of capital investment needs, the continued deferral of which will have costly long-term consequences. Therefore, the Planning Board will continue to press vigorously for a more realistic level of capital investment by the town every year.

As in previous years, the Planning Department has provided technical and design services to many town agencies and citizen groups.

Historical Commission

The Brookline Historical Commission is charged with promoting the restoration, protection, and preservation of historically, archaeologically, and architecturally significant sites and structures in the town. Seven Commission members are appointed by the Board of Selectmen; staff support is provided by two part-time consultants.

In 1985, the Commission successfully recommended to the Massachusetts Historical Commission that some 747 homes, parks, commercial structures, houses of worship, and public buildings of historical and architectural merit be listed in the Federal and State Registers of Historic Places. Such public recognition of these important cultural resources is an essential step in working towards their protection from demolition and/or inappropriate alteration. Among the town-owned properties included in the designation are the Town Barn on Cypress Street; Larz Anderson Park and its buildings; the Washington

Square Fire Station; Linden Park and Square; Emerson Garden; Reservoir Park; and Walnut Hills Cemetery.

Over the course of the year, the Commission responded to over 163 inquiries for historical information and requests for technical assistance for projects ranging from the restoration of the S.S. Pierce Building in Coolidge Corner and the rehabilitation of the Riverway and Olmsted Park to using appropriate paint colors for a late 19th century home.

Other activities included assisting non profit organizations apply for State preservation funds; serving on the Moderator's Fire Station Study Committee; participating in a statewide conference on the preservation of historic landscapes; serving on the town's liaison committee for the State's Olmsted Parks Restoration Program; and sponsoring a tour of local historic houses.



Originally a group of nine single family homes, 1796-1812 Beacon Street was built in 1898-99 by Brookline architect Arthur Bowditch. All of Beacon Street is now listed in the National Register of Historic Places. (Historic Commission)



"Gordon Terrace," built in 1891-1892, is now included in the Beaconsfield Terraces National Register District. (Historical Commission)

Building Commission

The Building Commission is composed of a registered architect (Mr. Christopher Hussey), a registered engineer (Mr. Louis Scorziello), a licensed builder (Mr. Louis Wilgoren) and two citizens (Mrs. Janet B. Fierman, an attorney, and Mr. John J. Doherty, an engineer).

The aforementioned members were reappointed by the Board of Selectmen in May 1985 and Mrs. Fierman was unanimously elected chairman.

The design and construction and major repair of town-owned buildings increased substantially and continued to accelerate in 1985 with the appropriation of funds for major renovations to the town buildings.

The Water Division Garage and Maintenance Facility was finally completed in March with the punch list items and final submissions being agreed to in October. The building was occupied by the Water Division in April 1985 and by all reports the Division's employees are most happy in the new building.

The bonding company for the contractor assumed the responsibility for the completion of the Park and Forestry Maintenance Building at Larz Anderson and a new contractor commenced work during the summer with completion anticipated by early 1986. Notwithstanding the physical completion of the building, litigation, because of lawsuits filed by the principals will continue for many months.

Last year architects were chosen by the Building Commission with the concurrence of the School Committee for several projects. Contract documents were completed, bids received and contracts awarded by early summer and the following projects substantially completed by the start of the 1985-1986 school year:

1. School Buildings Alterations and Renovations — schools were: Heath School, Lincoln School, the High School, Runkle School, and the Unified Arts Building.
2. Baker School Communication System

3. Lincoln School Heating Plant Modifications

Another project for which bids were received, the High School Quadrangle Renovations, did not proceed because the bids exceeded the budgeted funds. The Building Commission and School Committee agreed to have the Engineering Division of D.P.W. review the program and prepare plans having a simplified, economical solution to rehabilitate the Quadrangle. In Mid December the plan selected by the School Committee was presented to the Building Commission for its review and approval. It was agreed that the contract documents would be prepared, bids received in March with construction proceeding during the 1986 summer vacation with final completion in spring of 1987.

Town Meeting, 1984, appropriated funds for the reroofing of the Health Center and the Coolidge Corner Branch Library. The work at these two locations was completed in early fall.

The 1985 Town Meeting appropriated funds for several major projects including the reroofing of the High School gym and library, the repair and/or replacement of gutters and downspouts at Lawrence School, resolution of the water penetration problem at Pierce School, and the rehabilitation of the science laboratories at the High School.

The Building Commission takes this opportunity to express its appreciation and sincere thanks for the assistance and cooperation rendered by the using agencies and other town departments.

Brookline Housing Authority

General Information

During 1985, the membership of the Authority was as follows:

Francis J. Hickey, Chairman
Agnes M. Rogers, Vice Chairwoman
Harriet Bremner, Member
Frank Smizik, Treasurer
Robert Kahn, Member
Miles Maloney, Executive Director and Secretary

In November, the authority suffered the loss by death of its chairman, Francis J. Hickey.

The Authority holds its regular monthly meeting on the second Monday of each month at 7:30 p.m. at the Theresa Morse Apartments, 90 Longwood Avenue.

The following programs are administered by the Authority:

		Units
<i>Federally-assisted</i>		
Walnut Street Apartments	Family	72
22 High Street	Elderly	28
4-42 Walnut Street		
Sussman House	Elderly	100
50 Pleasant Street		
Arthur O'Shea House		
61 Park Street	Elderly	99
Theresa Morse Apartments		
90 Longwood Avenue	Elderly	99
John W. Kickham Apartments		
190 Harvard Street	Elderly	39
Section 8 Leased Housing		285
<i>State-assisted:</i>		<i>Units</i>
High St. Veterans		
6-30 New Terrace Road	Family	177
176-224 High Street		
186-218 Chestnut Street		

Egmont Street Veterans	Family	114
51-85 Egmont Street		
338-348 St. Paul Street		
209-221 Pleasant Street		
Trustman Apartments		
7-33 Egmont Street	Family	50
144-156 Amory Street	Elderly	34
337-347 St. Paul Street		
Col. Floyd Apartments	Elderly	60
32-40A Marion Street		
19-36 Foster Street Extension		
Scattered Site		2
Chapter 707 Leased Housing		164

Information on applications and eligibility can be obtained by writing or calling the Authority's central office at 90 Longwood Avenue. Phone 277-2022.

Program Activities

Annual Operating budgets totaling more than \$2,783,424 were approved by the United States Department of Housing and Urban Development and the Massachusetts Executive Office of Communities and Development. They include operating subsidy payments from the state and federal governments of \$721,304.

At the close of the year rehabilitation work was virtually complete on the Sullivan Trust Lodging House to serve more than thirty individuals. A major part of the work was financed by the authority. The facility will be fully leased early in 1986.

A grant of \$250,000 was received from the Massachusetts Executive Office of Communities and Development to develop a residential facility for clients of the Brookline Mental Health Center. Several sites were under consideration at the close of the year and it is expected that the program will be operating by mid-1986.

Work was begun in 1985 to prepare a master plan for the redesign and rehabilitation of the Walnut St. Apartments. The authority has set aside \$300,000 for the first

stage of this work and applications are in preparation to the Department of Housing and Urban Development and the Executive Office of Communities and Development for more than \$2,000,000 to complete the work.

Using \$193,000 provided by the Town of Brookline through the FY86 CDBG program, plans were completed for the revamping of major portions of the site at the

Egmont St. development. The work includes renovation of courtyards and perimeter improvements and preparation of masterplans. Work will be underway in the spring of 1986.

More than \$200,000 in FY87 CDBG funding was granted by the town to continue the site improvement program for Egmont and the High St. Veterans development.

Historic District Commission

The Brookline Historic District Commission consists of seven regular members and four alternate members who are appointed by the Board of Selectmen. It is responsible for reviewing changes or alterations to properties located within Pill Hill and Cottage Farm, Brookline's two local historic districts. The Commission is staffed by two part-time consultants who divide their time between the Historic District Commission and the Historical Commission.

During 1985, the Commission reviewed twenty six cases, granting Certificates of Appropriateness or Non-Applicability for eight projects in Cottage Farm and eigh-

teen in Pill Hill. Work approved included additions to homes, installation of solar panels, construction of decks and wooden fences, and replacement of roofs.

The largest project to be reviewed was the construction of a new home on Walnut Street. The expansion of the meeting hall of the Latvian Lutheran Church on Irving Street also required extensive review.

Finally, the Commission, in response to a neighborhood initiative, began consideration of the establishment of a third local historic district in Brookline: the area surrounding the old Town Green at the intersection of Walnut and Warren Streets.

HUMAN RESOURCES

Health Department

1985-Mid-Way in the Eighties

In contrast to the organizational stability of the previous year, 1985 was a year which required substantial effort toward rebuilding the strength of the Department. Three senior staff members retired during 1985, and another early in the new year, with an aggregate of ninety years of public service. Among the key positions affected by turnover were those of Principal Clerk and Chief Sanitarian, where successors were appointed by promotion, thus drawing on resources available in municipal service and assuring the continued strength of the Department.

Health care providers and the community-at-large experienced deepening concern at the continued spread of the newly recognized disease known as Acquired Immune Deficiency Syndrome (AIDS). The Health Department serves as an information clearinghouse in an effort to avoid hysteria and discourage harsh and unwarranted restrictions against persons with risk factors for AIDS. Thoughtful guidelines have been developed for the school population, for children in day care, for food handlers, and for health-care personnel in order to reduce the risk of disease spread.

Late in the year, the Board of Selectmen approved general increases in fees for the various licenses and permits issued by the Health Department and in the charges for health screenings, other clinical services, and educational programs and materials. While the Health Department is not a major generator of local revenues, the revised fee schedule is the first such increase in four years and will result in several thousand dollars of additional revenue.

Environmental Health—Again in 1985, the environmental health program was the center of major program activity. In the Spring, the regional and local press reported information which purported to show the sanitation level of Brookline restaurants to be unsatisfactory. While the newspaper report, ostensibly based on a survey by State and Federal inspectors, was seriously flawed, it did in fact confirm the Department's previously stated concern that the Food Protection Program was in need of substantial upgrading.

In an effort to achieve some immediate strengthening, the entire series of inspection and enforcement procedures used to deal with serious or repetitive violators of restaurant sanitation regulations were restructured. An information workshop was held with restaurant operators to explain the revised enforcement guidelines and to introduce revised State regulations which went into effect on October 1. Three workshops on food service sanitation were offered to owners and operators of food establishments.

The greatest need in this area is for additional staff

resources to provide increased inspectional coverage and to allow an approach based on understanding and assessment of specific operations within the various food establishments. Existing and anticipated budgetary constraints do not suggest the early availability of such resources.

The Housing program received major attention again in 1985, with approximately one hundred complaints handled each month by the Code Enforcement program. In each instance, a field investigation was made, violations noted, and corrective orders issued. Reinspections and, where necessary, court actions were used to gain compliance with housing standards. The continued availability of a health inspector during evening and weekend hours again provided flexibility to the Department's capacity to respond to housing complaints, particularly those of an emergency nature, such as heat or hot water complaints during the cold weather months. As in other recent years, the Police Department provides coverage of heat complaints during hours when no health inspector is available.

Community Health—Adult health and community health education continue to provide strong programming for Brookline residents. Besides offering the basic health services of flu immunizations, USDA food surplus distributions and blood pressure screening, a monthly Stop Smoking and Weight Control Clinic has been introduced. More specialized programs are conducted to meet specific needs. These include a CHOKE-SAVER Workshop for restaurant personnel, a Babysitter Training Course for boys and girls 11 to 14 years old, and First Aid Courses for Day Care Center personnel. Nearly 4,000 adults benefitted from program offerings this past year.

Child Health Services continues to be a prominent division of community health services. The weekly Child Health Clinic not only provides preventive health care, but also comprehensive health management of the family, with referrals and counseling to appropriate agencies. This past year, nearly 120 children received physical examinations, growth and development assessments, childhood immunizations, nutritional guidance and childhood safety education. Contact with area prenatal and pediatric departments is on-going by the Pediatric Nurse Practitioner in attempts to identify high-risk families in need of services. Over 400 home visits and additional consultative office visits were made during 1985.

A total of 150 children were screened for lead poisoning. When elevated lead levels were diagnosed, appropriate referral for treatment and follow-up was provided.

Day Care Center inspection and licensing constitutes a major portion of time and effort in the Child Health

program. A minimum of three inspectional visits are made to each of the 24 day care centers which provide day care to approximately 800 young children in Brookline. Educational sessions and consultation is provided when necessary, on pertinent issues of concern.

Many training, in-service education programs were provided for town and community agencies in addition to on-going advisory and liaison roles. As a result of the loss of the BASE program, consultations with School Department regarding alcohol and drug education have been instituted.

Another TAP (Training Alcohol Providers) Workshop was held for Brookline bartenders. The main focus was on the recognition of "intoxicated" patrons and how to manage the situation. Further sessions are planned on additional topics related to drinking and driving. Over 140 evaluations and treatment plans were provided to the Brookline Court as a result of the Drunk Driving Program.

Over 300 individuals were seen this past year for alcohol and drug counseling, while over 700 residents called for information and consultation.

Human Relations—Youth Resources

1985 saw the Human Relations-Youth Resources Commission occupy the vanguard position in its advocacy for youth safety.

Elizabeth S. Pollock entered an unprecedented seventh term as commission chairman, while Harold Koritz began his third year as vice-chairman. New members appointed by the Board of Selectmen were: Tehani Collazo and Eve Gurian. Sole retiring member was Patricia Andrews. New Associate Members appointed by Chairman Pollock were: Caroline Graboys and Dennis Reardon. There were several staff changes this year. Assistant Director Marian Linnehan-Musto resigned at the end of December to take a teaching position in Lawrence. Long-time Jobs for Youth Coordinator John Neary left the department to enjoy his well-deserved retirement. Lastly, Ann Harrington, department secretary since 1980, moved to the Health Department. She was succeeded by Tina Fonseca.

The Human Relations-Youth Resources Commission full-time staff included the Director, Assistant Director and Senior Clerk-Stenographer, while the part-time staff included the Jobs for Youth Coordinator and seasonal Youth Workers. The commission offices at the Brookline Health Center, 11 Pierce Street, across from Town Hall, served as the Brookline home of the Metro/Southwest Employment and Training Administration (JTPA).

Aside from numerous sub-committee work sessions, the commission held eleven staff-assisted meetings during 1985. Committees active this year were: Committee on Substance Abuse and Violence Among Youth-SAVY (Helen Patterson, Chairman), Committee on Police/Youth Relations (Associate Member Robert McCain, Chairman), Fair Housing Committee (Ruth Flaherty, Chairman), CATV Program Committee (Harold Koritz, Chairman), and the Youth Award Committee (Associate Member Stephen von Lichtenberg, Chairman).

In addition to his work in community relations, the Director is Brookline's Affirmative Action Officer, Fair Housing Officer and Minority/Women Business Enterprise Officer (including contract compliance). In the course of implementing the town's Affirmative Action Programs, the Director interacted with department heads and other town personnel, as well as with federal and state equal opportunity officers and members of Brookline's and

Greater Boston's minority communities. Comprehensive Affirmative Action compliance reports were prepared for the US Equal Employment Opportunity Commission (EEOC), Department of Housing and Urban Development (HUD) and the Massachusetts Commission Against Discrimination (MCAD). Satisfactory Affirmative Action compliance had a direct impact in enabling Brookline to receive federal and state funds.

In addition to working on various Brookline committees, the Director participated in a variety of organizations dedicated to the improvement of inter-group relations including the Greater Boston Coalition for Civil Rights, the Christian-Jewish Forum, the Catholic-Jewish (relations) Committee of the Boston Archdiocese, and programs of the National Conference of Christians and Jews.

In 1985, much effort and attention went into researching and publicizing the attitudes and experiences of Brookline youths with regard to alcohol and drug use and the concomitant linkage to violent behavior. The preparation of a survey vehicle was accomplished by the members of the committee with the professional involvement of The Medical Foundation of Boston. Special funding was appropriated by the Board of Selectmen. The presentation of data, and an analysis of that information, was made at a special meeting of the commission in December. This project received widespread attention, generated much interest by Brookline youth and their parents, and prompted organizations providing services to youths to reconsider the amount of emphasis that ought to be placed on dealing with substance use and violence. As the year ended, the commission was formulating an action plan of its own for confronting these issues.

A second major concern of the commission was an apparent deterioration in relations between police and teenagers, especially minority-group teenagers. The commission began looking into allegations of selective treatment, by police, of youths on the basis of race. The commission met with the new Police Internal Affairs Investigator and referred certain of its concerns to him for follow-up. Concurrently, a committee on police/youth relations was established to speak with teenagers and gather information.

Affirmative Action received greater attention in 1985 as the Board of Selectmen approved, first, in the spring, new hiring procedures, and then, second, in the fall, new Five Year Goals for the hiring of minorities and women. By the end of the year, adherence to the new procedures and goals was already resulting in increased Affirmative Action hires. Although outreach activities continued in the effort to encourage minority and women business enterprises (M/WBEs) to bid on town contracts, few M/WBEs actually did respond to solicitation. A lack of new subsidized housing construction, an extremely low vacancy rate, and prohibitively high rents and housing costs precluded any vigorous housing assistance efforts from taking place in the private housing market. However, fair housing-related education activities, as well as information and referral, did occur.

The CATV Program Committee and the Fair Housing Committee cooperated in producing "Fair Housing: A Brookline Perspective" which was cablecast on Brookline Community Cable's channel A-3. Both the Massachusetts Commission Against Discrimination and the U.S. Department of Housing and Urban Development requested professional-quality copies of the videotape. HUD anticipates showing the tape at the J.F.K. Federal Building during National Fair Housing Month, in April 1986.

At the March meeting, commission members and guests were privileged to hear a presentation on inter-group relations by Judge Danniella Wexler of the Jerusalem, Israel, Municipal Court.

In April, the commission reviewed the latest edition of the Human Relations-Youth Resources Child Care Resource Guide. This popular periodical has been published by the commission for over a decade.

During the May meeting, the first Human Relations Youth Award was presented to Brookline High School graduating senior Stephanie Lodish. The commission intends to present the Human Relations Youth Award on an annual basis.

In September, it was reported that for the summer of 1985, the Mini Public Service Youth Employment Program had 64 participants, 35 males, 29 females, and included 12 minorities (19%) for a total of 6,400 work hours. During the same period, the Community Development Youth Employment Program had 72 participants, 33 males, 39 females, and included 15 minorities (21%) for a total of approximately 15,000 work hours. Money left over from the summer was used for the school-year work program. In addition to these two programs, Brookline youth also participated in the Job Training Partnership Act summer jobs program and the commission's private sector Jobs for Youth program.

The October meeting dealt with several incidents which had occurred that month concerning adults and youths and their interaction with the police. In a similar vein, the main discussion item at the November meeting was the issue of Internal Affairs in the police department. Of practical concern was how complaints, such as those which had been brought up at the October meeting, might be handled by Internal Affairs.

The generally quiet month of December saw two meetings, the first on the 5th to hear the results of the first part of the SAVY Report; the second on the 18th, to discuss the SAVY Report in terms of implications for the town.

Other issues discussed by the commission during the year included: interfaith relations; teenage suicide; a CATV teen talk show; and Police arrests for traffic violations.

CATV Monitoring Committee

1985 marked the first anniversary of the Cable Television (CATV) Monitoring Committee. Tobe Berkovitz continued to serve as the committee's chairman while C. Stephen Bressler, Ombudsman for CATV Operations, carried on as secretary. During the year, Lori Handler Levi resigned from the committee and was succeeded by A. Joseph Ross.

The CATV Monitoring Committee was formed in order to monitor compliance with the license to operate a CATV franchise which had been granted to Cablevision of Brookline by the Town of Brookline. Persons chosen to serve on the monitoring committee fit one or more of the following categories: 1) consumer of CATV services, 2) technical expertise or experience in video production, 3) legal expertise, or 4) media expertise. During 1985, the committee received clerical and budgeting support through the Human Relations-Youth Resources Department.

An active group, the CATV Monitoring Committee held 12 staff-assisted meetings. There was considerable interaction between the committee and the Board of Selectmen. Monitoring Committee meetings were open to the public and were attended by representatives of Cablevision and Brookline Community Cable. The committee was regularly covered by all three local newspapers as well as, occasionally, the Boston press.

In addition to receiving and discussing regular reports from the CATV Ombudsman, the committee deliberated on the following issues: January 1985 price increases and service changes imposed by Cablevision; the impact of decreased subscriber revenues on local access production; Cablevision marketing strategies and the health of the Brookline operation; the high school CATV facility; the state-of-the-art provision in the license and the absence of FM services and whether hardware utilized by Cablevision was, in fact, state-of-the-art; "must carry"

changes and the impact on Brookline CATV; the quality and spectrum of customer services; installation problems; changes in the quantity and quality of Cablevision personnel; billing procedures; maintenance and repair of local origination and local access production equipment; the purchase of new and needed production equipment; the sharing of facilities and equipment between local origination and local access staffs; issues regarding the training of local access users; the relationship between Cablevision of Brookline and Cablevision of Boston as required in the license as compared with reality; the Public Institutional Network; the establishing of a selectmen's negotiating team; the differences between a "general manager" and a "systems manager"; the sharing of equipment and facilities with Cablevision of Boston;

amount of local programming required under the license as compared with what Cablevision is actually providing; enforcing the performance bond with Cablevision and Times-Mirror; autumn 1985 announcement of Cablevision's intention to arbitrarily alter the content of the Basic service as well as other significant marketing changes; and the three percent franchise fee. In addition to the above, at the April meeting, the committee heard extensive comments from Tom Cohan, Director of the CATV Office for the City of Boston. Finally, the November 25 meeting featured a lengthy discussion with members of the Board of Selectmen concerning Cablevision's desire to effect changes in rates, as well as channels to be carried by the system.

Council on Aging

The Brookline Council on Aging, composed of representatives of six town departments, 11 citizen members and 15 associate members, plans and coordinates services to Brookline's older residents. It maintains five Multi-Service Senior Centers where people over 60 may go for information and referral, counseling, lunches and education and social programs. Three of these are in public housing for the elderly and two are in public schools.

Council staff includes counselors, available for crisis intervention, family and personal counseling and protective services; a retired attorney who helps with health insurance matters; and workers trained to offer other services to the elderly. Particular outreach efforts are made to register older people for the Council's emergency medical ID cards and Vial-of-Life program.

Transportation is provided by Elderbus, which operates on weekdays and follows a fixed route that includes senior housing, shopping, and hospital areas, and the Brookline Elder Taxi System (BETS), a cab discount program for low and moderate income elders, co-sponsored by Red Cab and Bay State Taxi companies.

The Council on Aging works closely with public agencies on both state and local levels. West Suburban Elder Service, a regional agency administering state and federal funds for the elderly, provides three of the town's five senior hot-lunch programs, home-care and home-maker services, employment counseling, and partial funding for the Elderbus. Town departments that join in programs for elders include the Public Schools, the Adult and Community Education Program, the Public Library, and the Health and Recreation Departments.

The Council also cooperates with private organizations and institutions to bring special programs to Brookline's older people. Among these groups this year have been the American Cancer Society, the Greater Boston

Diabetes Society, Beth Israel Hospital, Tufts and Boston University Schools of Dentistry, and Boston College Legal Services. The Brookline Rotary Club and St. Mary's School are among the groups that provide volunteers to the Council; other volunteers contribute as individuals, performing such tasks as friendly visiting and telephone reassurance.



At the second annual Senior Crafts Fair (left to right) Jenny Marden, Aimee Belliveau, Lillian Macauley.

Senior support groups begun last year have continued and grown. They now include discussion and retired women's groups, senior strolls, and a senior crafts guild. The second annual Senior Crafts Fair, held at Town Hall in December and co-sponsored by the Recreation Department, raised over \$500 for Ronald McDonald House. Workshop series have been held on normal aging, loneliness, friendship, and improved self-image.

Spring, 1985, the Council published a brochure

listing the services available to the town's elderly, and copies were mailed to 12,846 Brookline residents over 60. The volunteer effort to complete this mailing was for-

midable, but it was cheerfully undertaken and beautifully organized, proving again that volunteers truly are at the heart of Council on Aging accomplishments.

Veterans Services

The purpose of this Department is to provide the utmost possible assistance financially and/or medically to veterans and their dependents in time of distress and/or hardships, as allowed under Chapter 115 of the General Laws of Massachusetts. 75% of funds expended for approved services is reimbursed to the Town from the Commonwealth of Massachusetts. These benefits cover living expenses, in accordance with the State-approved budget plus medical needs.

A very significant phase of the Department's work is

"services". This covers all information requested pertaining to veterans' rights and assistance in filing the specific Veterans Administration forms with the Veterans Administration.

In keeping with a tradition, started after the Civil War, all veteran's graves located in Brookline cemeteries were appropriately decorated with an American flag. Memorial services were held on May 26 at the Presbyterian Church in Brookline and the parade and exercises on May 27, a day on which we memorialized the valiant deeds of all veterans, especially those who died for their country.

Rent Control

There was a significant increase in the total number of petitions filed with the Rent Control Board in FY-1985. The number of petitions filed increased 19% from 707 in FY-1984 to 843 in FY-1985. The total number of cases dealt with increased 18% from 631 cases in FY-1984 to 745 cases in FY-1985. Not surprisingly, the removal permit category showed the largest increase in cases filed. The number of removal permit applications increased 70% from 138 filed in FY-1984 to 235 filed in FY-1985. The percentage increase in removal permit cases is the largest workload increase in the Board's history. These workload totals are expected to increase again in FY-1986.

The Board adopted several measures to enable it to cope with the case backlog problem and to help expedite the processing of cases. First, the Board temporarily re-assigned the staff compliance officer to process all removal permit and exemption from removal permit cases where no hearings were required. This reassignment allowed the hearing examiners to transfer such cases to a staff person who could process them much more efficiently. The result was that the hearing examiners were able to devote more time to cases requiring hearing such as landlord petitions. Although this move prevented the compliance officer from pursuing enforcement problems full-time, it was only an interim measure for a limited time period. A second measure was the suspension of discretionary staff inspections in connection with the processing of landlord petitions. The inspection is the least important function which hearing examiners perform in the processing of landlord petitions. Moreover, tenants are advised, where applicable, to

contact the Health and/or Building Department for inspections, in regard to possible violations, prior to the hearing. Thirdly, the Board voted to try a job-sharing arrangement enabling two part-time hearing examiners to share one full-time position. This arrangement, although on a trial basis, has enabled the Board to retain the services of an experienced hearing examiner who was unable to continue working on a full-time basis. Fourthly, the Board's assistant director was assigned some landlord petitions to help alleviate the case backlog.

This past year, the Board established a Budget Review Subcommittee for the first time to review the Director-Counsel's proposed budget and also to make recommendations to the Board on ways to improve the department's operation. The subcommittee's report made several recommendations on ways to improve the handling of cases. It also made several conclusions regarding the Board's budget and workload problems. The subcommittee recommended that the position of public information officer be added to the staff to help alleviate the case backlog. This will enable the hearing examiners and clerical staff to spend more time working on their assigned tasks and less time on the telephone and at the counter answering questions. Another conclusion made by the subcommittee is that the lack of computer and word processing capabilities has been a major handicap to the Board's ability to operate more efficiently and effectively as the workload continues to increase substantially.

In July, after a public hearing and review of the evidence, the Board voted to decrease the rents on August 1, 1985, by 16.32% of the October 1, 1984 rents. The

Board concluded that there was no evidence of cost increases to justify a 16.32% rent increase but voted to allow landlords to retain the increase already collected from January through July.

In September, after considerable discussion, the Board voted to schedule a public hearing in November to consider a 1986 general adjustment, an increase in parking fees, the repeal of Regulation 41, increasing the annual unit registration fees, and special adjustments for Class K properties which never received decisions on full petitions for rent adjustment and properties where landlords did not implement the entire 16.32% General Adjustment. In December and January, after reviewing voluminous evidence from the public hearing and after a thorough discussion of the issues, the Board voted to implement a 2.77% general adjustment increase effective May 1, 1986. The Board rescinded Regulation 41 in order that the 1986 General Adjustment would reflect the overall decrease in real estate taxes between FY-1984 and FY-1986 for most rent-controlled properties. The

Board rejected an increase in parking fees, citing a lack of quantifiable evidence in support of such an increase. The Board, subject to approval by the Selectmen, also voted to increase the annual registration fee for landlords from \$12 per unit per year to \$24 per unit per year as of May 1, 1986. This increase is passed onto tenants who pay \$2 per month additional rent to reimburse the landlords for the fee. The Board voted not to allow any special increase for Class K properties because most of those properties received tax decreases for FY-1985 offsetting any increases in operating increases. The Board then voted to give priority status to any landlord petition filed by a landlord who charged at least half of the tenants within the building 10% or less as of January 1, 1985 and to give priority status to any landlord who charged 5% or less to at least 30% of the tenants.

In the coming year, the Board's new By-law Review Subcommittee will be reviewing and making recommendations to the town for amending the rent control by-law.

FINANCE

Board of Assessors

Members of the Board of Assessors are appointed by the Board of Selectmen and include: Andrew H. Creen, Chairman, George F. McNeilly and Richard S. Kates. Richard P. Boffa was reappointed as an Assistant Assessor.

Jeffrey M. Epstein accepted a new position as manager of a technical valuation group with the City of New York. Mr. Epstein began his assessing career with the Town of Brookline as a Research Analyst and assumed increasing responsibilities during his tenure. His latest contribution, as an Assistant Assessor, was to develop the residential valuation models utilized during the fiscal 1985 reassessment program. We wish him well assuming his new responsibilities.

The tax rates for Fiscal 1986 were approved by the Massachusetts Department of Revenue in early October. This was the earliest the rates have been approved in many years. Prior to setting the tax rates, the Assessors met with the Board of Selectmen and provided financial data necessary for the Selectmen to determine the relative tax burden for each class of property. Based on the Selectmen's classification vote, tax rates of \$23.52 and \$32.52 for the residential and commercial classes respectively were submitted to the State. In addition, the Selectmen voted to adopt a residential exemption of \$15,100.

The following charts show a comparison between Fiscal 1985 and Fiscal 1986 illustrating appropriations, receipts and taxable value.

COMPARATIVE RECEIPTS AND AVAILABLE FUNDS

	<i>Fiscal 1985</i>	<i>Fiscal 1986</i>	<i>Increase</i>	<i>Decrease</i>
Available Funds	\$ 547,792.74	\$ 753,058.00	\$ 205,265.26	\$ —
Available Funds to				
Reduce Rate	2,917,037.00	229,152.00	—	2,687,885.00
Federal Revenue Sharing . .	950,000.00	1,025,000.00	75,000.00	—
Overestimates	—	—	—	—
Estimated Local Receipts . .	9,799,842.65	11,255,937.00	1,456,094.35	—
Cherry Sheet Receipts	10,626,914.00	10,269,483.00	—	357,431.00
Total	\$ 24,841,586.39	\$ 23,532,630.00	\$ 1,736,359.61	\$ 3,045,316.00
Net Increase			\$ 1,308,956.39	
Amounts to be Borrowed . . .	\$ 2,515,000.00	\$ 2,625,000.00	\$ 110,000.00	—
Net Amount to be Raised . .	\$ 48,243,761.35	\$ 50,978,462.02	\$ 2,734,700.67	—
Real Estate Valuation	2,096,642,574.00	2,148,274,402.00	51,631,828.00	—
Personal Property	46,019,415.00	46,751,045.00	659,639.00	—
Total	\$2,142,733,989.00	\$(2,195,025,447.00)	\$ 52,291,458.00	
Net Increase			\$ 52,291,458.00	

COMPARATIVE AMOUNTS TO BE RAISED AND APPROPRIATED

	<i>Fiscal 1985</i>	<i>Fiscal 1986</i>	<i>Increase</i>	<i>Decrease</i>
Appropriations	\$ 61,976,121.25	\$ 66,004,311.00	\$ 4,028,189.75	\$ —
From Available Funds	547,792.74	509,058.00	—	38,734.74
Court Judgements	288,951.52	—	—	288,951.52
Overlay Deficits	30,000.00	—	—	30,000.00
State Exam Retirement	4,001.00	10,127.00	6,126.00	—
MDC Parks	1,032,119.00	—	—	1,032,119.00
MDC Sewers	635,476.00	—	—	635,476.00
MDC Water	509,302.00	—	—	509,302.00
Boston Met. District				
Expenses	1,964.00	1,516.00	—	448.00
MBTA	3,881,506.00	3,908,205.00	26,699.00	—
Elderly Retirement Program .	24,309.00	28,179.00	3,870.00	—
Excise Bills	6,127.00	421.00	—	5,706.00
Air Pollution Control	12,326.00	11,842.00	—	484.00
Special Education	48,024.00	50,568.00	2,544.00	—
Met. Area Planning Council .	9,526.00	9,746.00	220.00	—
Underestimates	96,481.00	—	—	96,481.00
County Tax	731,817.00	715,594.00	—	16,223.00
Overlay	1,412,459.23	1,144,269.02	—	268,190.21
District Expenditure	887,045.00	931,686.00	44,641.00	—
Total	\$ 72,135,347.74	\$ 73,325,522.02	\$ 4,112,289.75	\$ 2,922,115.47
Net Increase			\$ 1,190,174.28	

TREASURER'S REPORT OF RECEIPTS AND DISBURSEMENTS

Accordance with G.L. Chap. 41, Sec. 35

Cash on Hand June 30, 1984	\$ 11,187,717
1985 Receipts	146,200,067
<u>Total</u>	<u>157,387,784</u>
1985 Disbursements	143,246,989
<u>Cash on Hand June 30, 1985</u>	<u>\$ 14,140,795</u>

DETAILED STATEMENT OF CASH ON HAND June 30, 1985

Bank of Boston/Norfolk	\$ 1,358
Bank of New England	3,245
BayBank/Norfolk Trust	
CETA	866
Code Enforcement Program/ Escrow	572
Code Enforcement Program/ Grant	455
Community Development Escrow	21,214
Community Development Grant	1,292
Comprehensive Planning Grant	509
Young Adult Conservation Corps	472
Boston Safe Deposit & Trust	1,151,169
Capitol Bank & Trust	667
First National Bank of Boston . . .	247
Patriot Bank	220,689
Shawmut Bank of Boston	1,329
State Street Bank & Trust	2,821
US Trust	7,821
<u>Subtotal</u>	<u>\$ 1,414,726</u>
Investments	12,614,130
Cash & Checks in Office	16,239
Cash Memoranda	7,926
Revenue Sharing	87,774
<u>Total</u>	<u>\$ 14,140,795</u>

DETAILED STATEMENT OF TOTAL FUNDED DEBT June 30, 1985

Schools & Sites	
*Pierce School (1971)	\$ 405,000
*Lawrence School (1972)	350,000
*Unified Arts Building (1981)	590,000
School Repairs (1984)	1,210,000
<u>Subtotal</u>	<u>\$ 2,555,000</u>
Public Buildings & Sites	
Main Library Addition (1971)	\$ 90,000
Parking Facility Underground Garage (1971)	65,000
*Urban Renewal-Marsh (1972)	30,000
*Urban Renewal-B2 (1984)	1,880,000
Water Garage (1984)	1,225,000
Park/Forestry Garage (1984)	165,000
Roof Repairs (1984)	102,000
<u>Subtotal</u>	<u>\$ 3,557,000</u>
Sewers & Drains	
Construction/Sewers & Drains . . .	\$ 30,000
Sewer Improvement Program Federal Facility Grant	115,000
*Construction/Rehabilitation Water Mains	2,030,000
<u>Subtotal</u>	<u>\$ 2,175,000</u>

Equipment		
*Remote Water Meters		
(1984)	\$	500,000
Fire Department Equipment		
(1984)		215,000
Police Radios (1984)		93,000
Golf Irrigation System		
(1984)		275,000
Subtotal	\$	1,083,000
Miscellaneous		
Energy Conservation Program		
(1982)	\$	840,000
Total	\$	10,210,000
*Outside Debt Limit		

LIMIT OF INDEBTEDNESS

Equalized Valuation	\$	1,964,957,383
Debt Limit-5%		98,247,869
Amount of Debt		
Outside Debt Limit		5,785,000
Net Debt Subject to		
Debt Limit		4,425,000
Remaining Borrowing Capacity ...		93,822,869

LOANS IN ANTICIPATION OF TAX REVENUE—FY 1985

BayBank Norfolk Trust	\$	2,500,00
Bank of New England		2,350,00
Shawmut Bank of Boston		1,700,00
Bank of Boston/Norfolk		1,000,00
Boston Safe Deposit & Trust		1,000,00
First National Bank		1,000,00
U S Trust		750,00
Patriot Bank		500,00
Capitol Bank & Trust		200,00
Total	\$	11,000,00

LOAN IN ANTICIPATION OF STATE AID

Bank of New England	\$	227,14
Interest Paid on Loans in		
Anticipation of		
Tax Revenue—FY 1985	\$	145,79

REVENUES EARNED FY 1985

Interest on Investments		
General Cash	\$	593,205
Revenue Sharing		48,553
Miscellaneous Interest		
and Fees		314,997
Total	\$	956,755

Comptroller

The Town Comptroller's Office is responsible for providing and maintaining an effective and efficient system for recording all financial transactions; presenting and interpreting results of all financial operations of the Town of Brookline, including the School Department; and provide fiscal oversight of all operations of the town, consistent with the requirements of State, Federal, and Local Law and Regulations, and both generally accepted accounting principles and sound internal control principles prescribed by the Accounting/Auditing profession.

The activities of the Comptroller's Office are supervised by a full-time professional Comptroller, and consist of

the following functional areas:

1. Financial Administration/Auditing
2. Financial and Management Accounting
3. Accounts Payable Audit/Administration
4. Payroll Audit/Administration
5. Grants Administration

During 1985 Edward B. Kelly, Jr. Town Comptroller since 1978, resigned from the position of Comptroller to accept a promotion in the area of banking finance. Former Town Comptroller Frank E. Mauritz returned to Brookline to serve as Acting Town Comptroller during the winter

and spring of 1985.

In May of 1985 the Board of Selectmen appointed David C. Wilkinson, Chief Budget and Financial Officer for the City of Newton to the position of Town Comptroller. Mr. Wilkinson assumed the Town Comptrollership in June of 1985.

1985 was by-and-large a transition year in the Comptroller's Office, with a significant amount of time devoted to closing of the FY 1985 books and preparing for the Annual Audit, staff recruitment and training, and generally becoming familiar with the operations and activities of the Town of Brookline.

Among the specific accomplishments of the Comptroller's Office over the course of the past several months are:

Worked with the Information Services Department in automating the Cash Receipts Journal.

Initiated preliminary planning for implementation of the Federal Single Audit Act requirements.

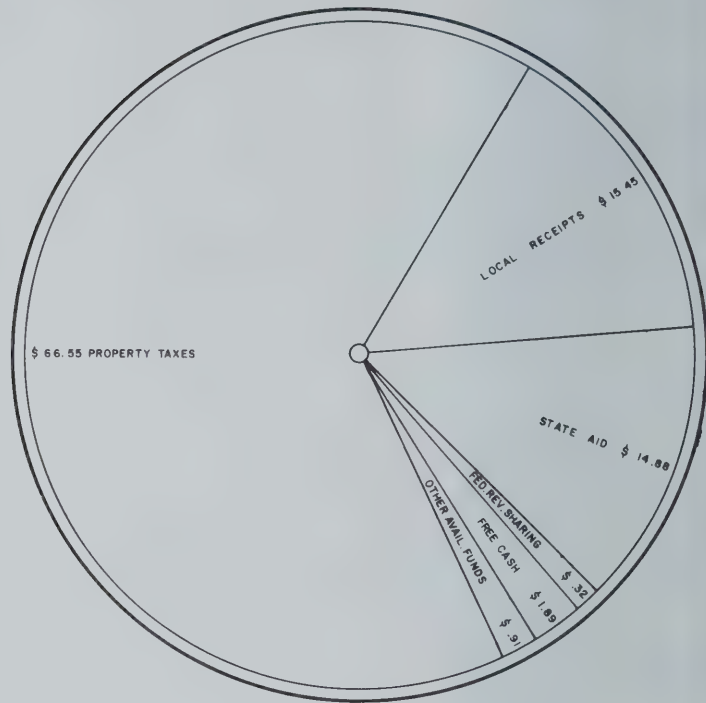
Initiated a formal interim financial reporting system for CDBG financial activities.

Completed a comprehensive internal audit of the veterans' benefit program in the Department of Veterans' Services and recommended a series of steps from improving internal accounting control over benefit payments.

In January of 1986 the Town Comptroller forwarded copies of the Town of Brookline's FY 1985 general purpose financial statements, along with the town's independent auditor's opinion on same, to the Board of Selectmen.

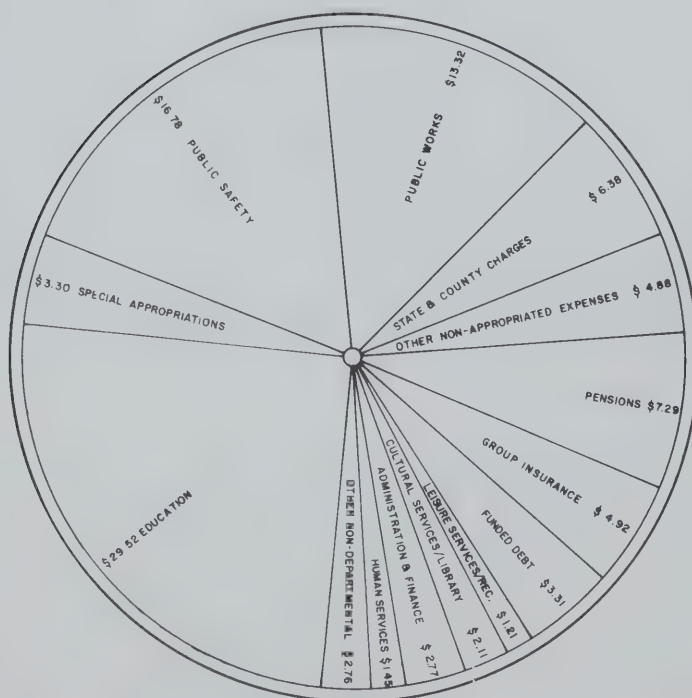
TOWN OF BROOKLINE
PROGRAM BUDGET FY 87
ESTIMATED RECEIPTS \$ 79,280,190

HOW EACH \$100 WILL BE RECEIVED



TOWN OF BROOKLINE
PROGRAM BUDGET FY 87
ESTIMATED EXPENDITURES \$ 79,280,190

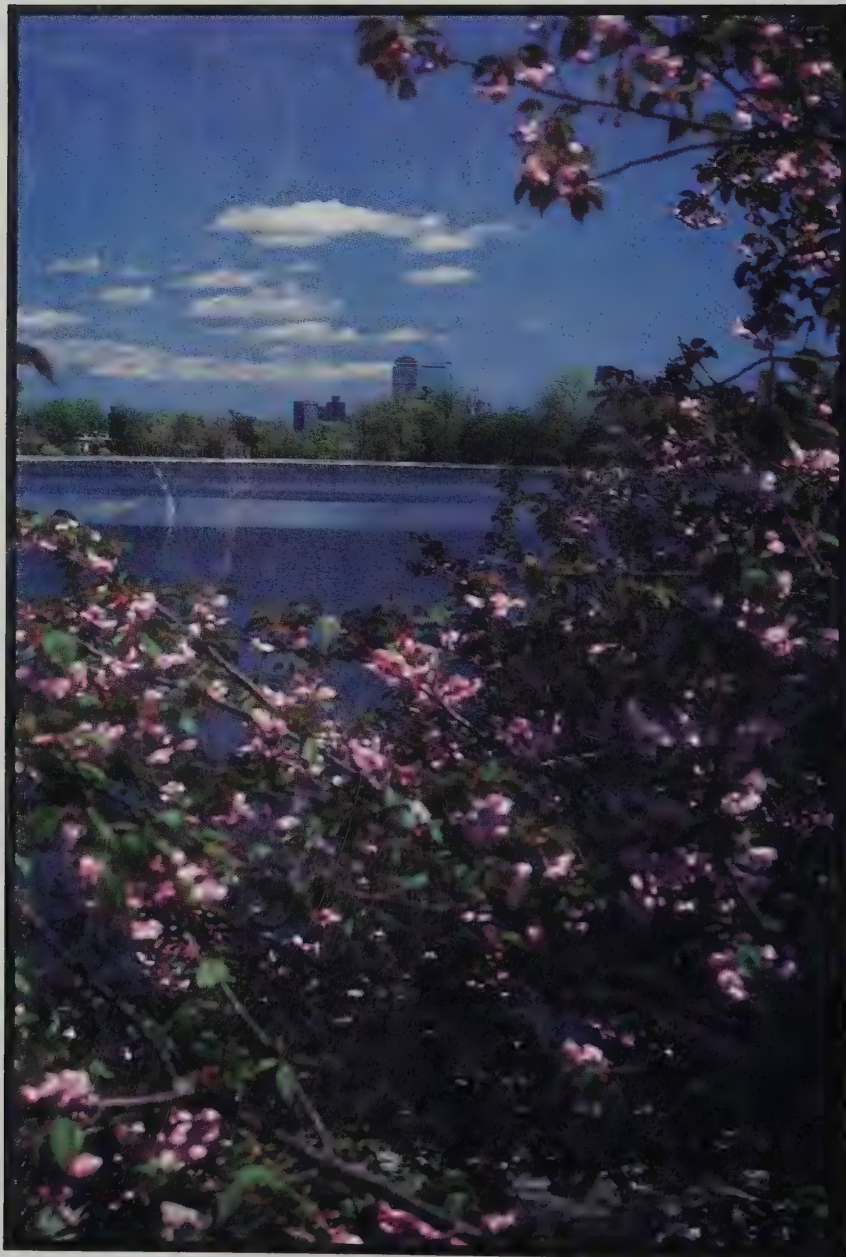
HOW EACH \$100 WILL BE EXPENDED



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We will never bring disgrace to this our city, by any act of dishonesty or cowardice, nor ever desert our comrades; we will fight for the ideals and sacred things of the city, both alone and with many; we will revere and obey the city laws, and do our best to incite a like respect and reverence in others; we will strive unceasingly to quicken the public's sense of civic duty; that thus in all these ways, we may transmit this city, greater, better, and more beautiful than it was transmitted to us.

THE ATHENIAN PLEDGE



Cover Photo

The Brookline Reservoir, located on Boylston Street, (Route 9) is one of the Town's most popular recreation areas. Cherry trees rim the Reservoir's path and provide a colorful show of blossoms in early May. The Reservoir was purchased from the City of Boston in 1900 at the cost of \$100,000—\$50,000 of which was donated by the adjacent property owners.

Photo by
Edward F. Clasby



TOWN OF BROOKLINE, MASSACHUSETTS

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FINANCIAL STATEMENTS AS OF JUNE 30, 1985

TOGETHER WITH AUDITORS' REPORT

Sept
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TOWN OF BROOKLINE, MASSACHUSETTS

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JUNE 30, 1985

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TOWN OF BROOKLINE, MASSACHUSETTS

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JUNE 30, 1985

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ARTHUR ANDERSEN & Co.
BOSTON, MASSACHUSETTS

To the Honorable Board of Selectmen,
Town of Brookline, Massachusetts:

We have examined the financial statements of the various funds and account group of the TOWN OF BROOKLINE, MASSACHUSETTS as of June 30, 1985 and for the year then ended, as listed in the foregoing index. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The Town follows accounting policies prescribed by the Commonwealth of Massachusetts which vary in certain respects from generally accepted accounting principles. The most significant difference relates to the use of the cash basis method for recording employee contributory and noncontributory pension expenses. Generally accepted accounting principles require that these costs be determined by actuarial methods, described in Note 2, instead of the cash or "pay-as-you-go" basis as reflected in the accompanying financial statements.

Consistent with the practice of most municipalities in the Commonwealth of Massachusetts, the Town does not capitalize the cost of general fixed assets (see Note 1(e)) as required by generally accepted accounting principles.

The Town of Brookline has established separate water, sewer and golf course enterprise funds. However, certain assets, such as inventories, supplies and a significant portion of the capital assets and expenses such as depreciation, have not been fully reflected as required by generally accepted accounting principles for enterprise funds.

In our opinion, except for the effect of: 1) not providing for pension costs on an actuarial basis, 2) not capitalizing fixed assets in a General Fixed Asset Group and 3) not fully recording capital assets and related depreciation in the enterprise funds, the accompanying financial statements present fairly the financial position of the various funds and account group

of the Town of Brookline, Massachusetts as of June 30, 1985, and their respective changes in fund balances, revenues, transfers and expenditures and changes in financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Arthur Andersen & Co.

October 18, 1985.

ARTHUR ANDERSEN & CO.
BOSTON, MASSACHUSETTS

AUDITORS' REPORT ON FEDERAL REVENUE SHARING COMPLIANCE

To the Honorable Board of Selectmen,

Town of Brookline, Massachusetts:

We have examined the financial statements of the various funds and account groups of the TOWN OF BROOKLINE, MASSACHUSETTS for the year ended June 30, 1985 and have issued our report thereon, which was qualified in several respects, dated October 18, 1985. Our examination was made in accordance with generally accepted auditing standards and the provisions of Standards for Audit of Governmental Organizations, Programs, Activities and Functions, promulgated by the U.S. Comptroller General, as they pertain to financial and compliance audits and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In connection with our examination, we also (1) performed tests of compliance with the Revenue Sharing Act and regulations as detailed in the Commentary on the Audit Requirements of the Local Government Fiscal Assistance Amendments of 1983, issued by the Office of Revenue Sharing, U.S. Department of the Treasury and (2) compared the data on the appropriate Bureau of Census form with the audited records of the Town of Brookline.

In our opinion, for the item tested, the Town of Brookline complied with the aforementioned provisions of the Revenue Sharing Act and regulations. Further, based on our examination and the procedures referred to above, nothing came to our attention to indicate that the Town of Brookline had not complied with the aforementioned provisions of the Revenue Sharing Act and regulations.

Arthur Andersen & Co.

October 18, 1985.

ARTHUR ANDERSEN & Co.
BOSTON, MASSACHUSETTS

AUDITORS' REPORT ON INTERNAL CONTROLS

To the Honorable Board of Selectmen,

Town of Brookline, Massachusetts:

We have examined the financial statements of the TOWN OF BROOKLINE, MASSACHUSETTS for the year ended June 30, 1985, and have issued our report thereon, which was qualified in several respects, dated October 18, 1985. As part of our examination, we made a study and evaluation of the system of internal accounting control of the Town of Brookline to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards and the standards for financial and compliance audits contained in the U.S. General Accounting Office Standards for Audit of Governmental Organizations, Programs, Activities and Functions. For the purpose of the report, we have classified the significant internal accounting controls in the following categories:

- ° Revenue
- ° Expenditure - purchasing and payroll
- ° Treasury
- ° Financial reporting

Our study included all of the control categories listed above except that we did not evaluate the accounting controls over the treasury and financial reporting categories as we believe that substantive audit tests, which were performed in those categories, were more cost-effective. The purpose of our study and evaluation was to determine the nature, timing and extent of the auditing procedures necessary for expressing an opinion on the Town's financial statements. Our study and evaluation was more limited than would be necessary to express an opinion on the system of internal accounting control taken as a whole or on any of the categories of controls identified above.

The management of the Town of Brookline is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study and evaluation, made for the limited purpose described in the first paragraph, would not necessarily disclose all material weaknesses in the system. Accordingly, we do not express an opinion on the system of internal accounting control of the Town of Brookline taken as a whole or on any of the categories of controls identified in the first paragraph. However, our study and evaluation disclosed no conditions that we believe to be a material weakness.

This report is intended solely for the use of management of the Town of Brookline, the Office of Revenue Sharing and other associated federal organizations. This restriction is not intended to limit the distribution of this report, which, upon acceptance by the management of the Town of Brookline, is a matter of public record.

Arthur Andersen & Co.

October 18, 1985.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUP

JUNE 30, 1985

	GOVERNMENTAL FUND TYPES			PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES	ACCOUNT GROUP	Combined Totals (Memorandum Only)	
	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Trust and Agency Funds	General Long-Term Obligations	June 30,	
							1985	1984
ASSETS:								
Pooled cash and temporary investments, comprised of \$21,429,980 in the custody of the Town treasurer and \$235,335 in the custody of the library trustees	\$ 7,859,648	\$2,110,183	\$1,735,436	\$ 620,367	\$ 9,339,681	\$ -	\$21,665,315	\$12,841,727
Investments, comprised of \$19,536,895 in the custody of the Town treasurer and \$46,409 in the custody of the library trustees	-	-	-	-	19,583,304	-	19,583,304	22,354,437
Property taxes receivable-								
Current year's levy	1,358,853	-	-	-	-	-	1,358,853	694,478
Prior years' levies	14,824	-	-	-	-	-	14,824	208,954
	\$ 1,373,677	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,373,677	\$ 903,432
Other receivables and tax titles-								
Motor vehicle excise	\$ 945,776	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 945,776	\$ 957,395
Departmental	424,468	118,074	-	-	-	-	542,542	613,589
Tax titles	371,641	-	-	-	-	-	371,641	239,276
Federal and state	127,374	739,654	-	23,357	805,885	-	1,696,270	1,919,904
User charges and liens	-	-	-	1,293,777	-	-	1,293,777	884,983
Accrued interest	-	-	-	-	470,673	-	470,673	430,887
Other	85,984	-	-	-	-	-	85,984	117,514
Less- Allowance for uncollected receivables	-	-	-	(8,850)	-	-	(8,850)	(8,850)
	\$ 1,955,243	\$ 857,728	\$ -	\$1,308,284	\$ 1,276,558	\$ -	\$ 5,397,813	\$ 5,154,698
Fixed assets (net of \$1,428,850 accumulated depreciation)	\$ -	\$ -	\$ -	\$5,316,150	\$ -	\$ -	\$ 5,316,150	\$ 5,451,050
Construction in progress	-	-	-	1,519,633	-	-	1,519,633	-
Amount to be provided for retirement of notes and bonds (Notes 1 and 3)	-	-	-	-	-	6,035,000	6,035,000	6,185,000
Amount to be provided for payment of long-term obligations (Notes 2 and 3)	-	-	-	-	-	3,023,525	3,023,525	4,222,416
	\$11,188,568	\$2,967,911	\$1,735,436	\$8,764,434	\$30,199,543	\$9,058,525	\$63,914,417	\$57,112,760

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUP

JUNE 30, 1985

(Continued)

	GOVERNMENTAL FUND TYPES			PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES	ACCOUNT GROUP	Combined Totals (Memorandum Only)	
	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Trust and Agency Funds	General Long-Term Obligations	June 30,	
							1985	1984
LIABILITIES AND RESERVES:								
Warrants payable	\$ 2,193,089	\$ -	\$ 124,936	\$ 48,828	\$ -	\$ -	\$ 2,366,853	\$ 1,296,410
Accrued payroll	568,494	-	-	-	-	-	568,494	517,549
Reserve for abatements	2,880,929	-	-	-	-	-	2,880,929	2,316,610
Deferred revenue	2,570,711	83,663	-	-	-	-	2,654,374	2,114,185
Accrued compensated absences	836,374	-	-	148,534	-	3,023,525	4,008,433	5,086,300
Accrued water and sewer assessments	-	-	-	1,950,049	-	-	1,950,049	1,439,903
Bonds and notes payable (Note 3)	-	227,145	-	4,175,000	-	6,035,000	10,437,145	8,755,000
Other	143,798	-	-	-	-	-	143,798	281,179
Total liabilities and reserves	\$ 9,193,395	\$ 310,808	\$ 124,936	\$6,322,411	\$ -	\$9,058,525	\$25,010,075	\$21,807,136
FUND EQUITY/BALANCES:								
Fund equity-								
Contributed capital	\$ -	\$ -	\$ -	\$2,344,512	\$ -	\$ -	\$ 2,344,512	\$ 2,204,512
Retained earnings	-	-	-	97,511	-	-	97,511	294,943
Fund balances-								
Unreserved	633,636	-	-	-	-	-	633,636	-
Designated for subsequent years' expenditures	229,152	813,956	-	-	-	-	1,043,108	3,238,924
Reserved for designated purposes	36,245	1,721,549	-	-	30,199,543	-	31,957,337	28,329,545
Continued appropriations (Note 4)	1,096,140	121,598	1,610,500	-	-	-	2,828,238	1,237,700
Total fund balances	\$ 1,995,173	\$2,657,103	\$1,610,500	\$2,442,023	\$30,199,543	\$ -	\$38,904,342	\$35,305,624
	\$11,188,568	\$2,967,911	\$1,735,436	\$8,764,434	\$30,199,543	\$9,058,525	\$63,914,417	\$57,112,760

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF REVENUES, TRANSFERS, EXPENDITURES

AND CHANGES IN FUND BALANCES -

ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS

FOR THE YEAR ENDED JUNE 30, 1985

	GOVERNMENTAL FUND TYPES			FIDUCIARY FUND TYPE	Combined Totals (Memorandum Only)	
	General Fund	Special Revenue Funds	Capital Projects Funds	Expendable Trust Funds	June 30, 1985	1984
REVENUES:						
Property taxes	\$46,430,854	\$ -	\$ -	\$ -	\$46,430,854	\$43,193,849
Motor vehicle excise taxes	1,831,853	-	-	-	1,831,853	1,597,931
Intergovernmental receipts	9,611,171	5,429,565	454,175	136,536	15,631,447	14,093,797
Interest and investment income	771,189	39,524	-	138,375	949,088	1,085,462
Departmental and other	3,888,780	2,094,774	-	1,568,363	7,551,917	6,454,045
	\$62,533,847	\$ 7,563,863	\$ 454,175	\$1,843,274	\$72,395,159	\$66,425,084
TRANSFERS FROM (TO) OTHER FUNDS:						
Appropriations transferred to trusts	\$(2,742,429)	\$ -	\$ -	\$2,742,429	\$ -	\$ -
Other	1,633,662	(1,659,801)	26,139	-	-	-
	\$(1,108,767)	\$(1,659,801)	\$ 26,139	\$2,742,429	\$ -	\$ -
EXPENDITURES:						
General government	\$ 1,651,944	\$ 560,915	\$ -	\$ -	\$ 2,212,859	\$ 1,584,160
Public safety	12,447,436	416,538	-	-	12,863,974	12,072,021
Public works	6,401,376	393,832	-	-	6,795,208	6,242,700
Library	1,540,972	5,807	-	28,912	1,575,691	1,402,581
Recreation	986,386	66,700	-	-	1,053,086	971,345
Human services	1,348,283	44,908	-	-	1,393,191	1,204,084
Debt service	2,548,148	-	-	-	2,548,148	2,556,657
Education	21,146,491	2,858,895	-	1,059	24,006,445	21,915,263
Pension and annuity payments	6,053,329	-	-	1,367,197	7,420,526	6,868,558
Nondepartmental	2,338,732	-	-	-	2,338,732	1,831,296
State and county assessments	5,673,556	-	-	-	5,673,556	5,529,072
Capital outlay	-	-	1,112,967	-	1,112,967	1,242,741
Group self-insurance	-	-	-	2,746,073	2,746,073	2,068,986
Other	1,467,498	1,885,710	-	2,246	3,355,454	2,975,791
	\$63,604,151	\$ 6,233,305	\$1,112,967	\$4,145,487	\$75,095,910	\$68,465,255
EXCESS (DEFICIENCY) OF REVENUES AND TRANSFERS OVER EXPENDITURES	\$(2,179,071)	\$ (329,243)	\$ (632,653)	\$ 440,216	\$(2,700,751)	\$(2,040,171)
OTHER FINANCIAL SOURCES (USES):						
Transfers from Enterprise Funds to General Fund	\$ 622,612	\$ -	\$ -	\$ -	\$ 622,612	\$ 789,256
Other, net	(90,306)	-	-	-	(90,306)	278,714
Proceeds of bonds and notes	-	227,145	1,785,000	-	2,012,145	-
Transfer of water garage construction project to Enterprise Funds	-	-	378,268	-	378,268	-
Total other financial sources (uses)	\$ 532,306	\$ 227,145	\$2,163,268	\$ -	\$ 2,922,719	\$ 1,067,970
FUND BALANCE, beginning of year	\$ 3,641,938	\$ 2,759,201	\$ 79,885	\$1,887,835	\$ 8,368,859	\$ 9,341,060
FUND BALANCE, end of year	\$ 1,995,173	\$ 2,657,103	\$1,610,500	\$2,328,051	\$ 8,590,827	\$ 8,368,859

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF REVENUES, TRANSFERS AND EXPENDITURES -

BUDGET AND ACTUAL - BUDGETARY BASIS - GENERAL FUND

FOR THE YEAR ENDED JUNE 30, 1985

	<u>Budget</u>	<u>Actual</u>
REVENUES:		
Property taxes	\$46,831,302	\$46,835,852
Motor vehicle excise taxes	1,597,270	1,869,129
Intergovernmental receipts	9,783,058	9,611,171
Interest and investment income	890,043	771,189
Departmental and other	7,369,352	8,094,192
	-----	-----
	\$66,471,025	\$67,181,533
	-----	-----
TRANSFERS FROM (TO) OTHER FUNDS:		
Appropriations transferred to trusts	\$(2,742,429)	\$(2,742,429)
Other	1,444,147	1,633,662
	-----	-----
	\$(1,298,282)	\$(1,108,767)
	-----	-----
EXPENDITURES:		
General government	\$ 1,708,402	\$ 1,666,944
Public safety	12,614,093	12,447,436
Public works	8,261,666	7,872,141
Library	1,565,917	1,540,972
Recreation	1,116,965	1,083,802
Human services	1,403,003	1,348,283
Debt service	3,147,338	3,096,455
Education	21,813,740	21,146,491
Nondepartmental	2,599,331	2,475,268
State and county assessments	6,992,978	6,818,334
Pension and annuity payments	6,365,414	6,358,794
Other	1,531,188	1,277,278
	-----	-----
	\$69,120,035	\$67,132,198
	-----	-----
EXCESS OF EXPENDITURES OVER REVENUES AND TRANSFERS	\$(3,947,292)	\$(1,059,432)
	=====	=====

The accompanying notes are an integral
part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF REVENUES, TRANSFERS, EXPENSES AND
CHANGES IN FUND EQUITY/BALANCES - ENTERPRISE FUNDS AND

NONEXPENDABLE TRUST FUNDS

FOR THE YEAR ENDED JUNE 30, 1985

	PROPRIETARY FUND TYPE	FIDUCIARY FUND TYPE
	Enterprise Funds	Nonexpendable Trust Funds
REVENUES:		
Charges for services	\$4,301,143	\$ -
Water grant	23,357	-
Interest and dividends	-	2,440,061
Participant contributions	-	1,356,658
Town contributions	-	5,205,449
Enterprise funds contributions	-	305,465
Reimbursements from state	-	422,486
Other	-	77,958
	\$4,324,500	\$ 9,808,077
EXPENSES:		
Cost of resources	\$1,654,924	\$ -
Salaries	1,267,646	14,963
Employee benefits	372,805	-
Interest	153,307	-
Utilities	66,677	-
Depreciation	134,900	-
Materials and supplies	137,225	3,246
Pension and annuity payments	-	5,890,320
Annuity refunds, transfers and makeups, net	-	390,390
Scholarships and awards	-	6,879
Other	111,836	68,097
	\$3,899,320	\$ 6,373,895
EXCESS OF REVENUES OVER EXPENSES BEFORE TRANSFERS	\$ 425,180	\$ 3,434,182
TRANSFER OF CURRENT YEAR'S CASH SURPLUS TO GENERAL FUND	(622,612)	-
EXCESS (DEFICIT) OF REVENUES OVER EXPENSES AFTER CASH TRANSFER	\$ (197,432)	\$ 3,434,182
FUND EQUITY/BALANCES, beginning of year	294,943	24,437,310
FUND EQUITY/BALANCES, end of year	\$ 97,511	\$27,871,492

The accompanying notes are an integral
part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF CHANGES IN FINANCIAL POSITION -

ENTERPRISE FUNDS

FOR THE YEAR ENDED JUNE 30, 1985

SOURCES OF WORKING CAPITAL:

Operations-

Net loss

\$ (197,432)

Item not requiring working capital-

Depreciation

134,900

Working capital used for operations

\$ (62,532)

Proceeds of bond issuance

2,000,000

Proceeds from federal grant

140,000

\$2,077,468

USES OF WORKING CAPITAL:

Repayment of long-term debt

\$ 395,000

Construction-in-progress

1,519,633

INCREASE IN WORKING CAPITAL

\$ 162,835
=====

INCREASES (DECREASES) IN COMPONENTS

OF WORKING CAPITAL:

Cash

\$ 620,367

Accounts receivable

29,775

Accounts payable

(46,357)

Accrued compensated absences

69,196

Accrued water and sewer assessments

(510,146)

INCREASE IN WORKING CAPITAL

\$ 162,835
=====

The accompanying notes are an integral
part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINING STATEMENT OF CHANGES IN FUND BALANCES -

SPECIAL REVENUE FUNDS AND CAPITAL PROJECTS FUNDS

FOR THE YEAR ENDED JUNE 30, 1985

	Balance June 30, 1984	Revenues and Receipts	Interest	Disbursements	Interfund Transfers (To)/From	Other Financing Sources	Balance June 30, 1985
SPECIAL REVENUE FUNDS:							
Education-							
METCO	\$ 66,611	\$ 651,672	\$ -	\$ (640,533)	\$ -	\$ -	\$ 77,750
School lunch	51,135	844,005	-	(856,262)	-	-	38,878
Adult education	53,501	396,443	-	(427,077)	-	-	22,867
School tuition	22,668	351,463	-	(8,664)	(300,000)	-	65,467
Other	559,373	865,030	-	(926,359)	2,150	-	500,194
Total education	\$ 753,288	\$3,108,613	\$ -	\$ (2,858,895)	\$ (297,850)	\$ -	\$ 705,156
Federal Revenue Sharing*	290,434	944,283	39,524	-	(950,822)	-	323,419
Community development block grant	39,545	1,949,037	-	(1,885,710)	-	-	102,872
Parking meter fees	417,553	355,841	-	-	(346,866)	-	426,528
General government	962,987	295,113	-	(560,915)	-	-	697,185
Public safety	7,121	408,729	-	(416,538)	-	-	(688)
Public works	221,247	290,701	-	(393,832)	(33,176)	227,145	312,085
Library	31,058	33,109	-	(5,807)	(27,531)	-	30,829
Recreation	906	79,576	-	(66,700)	(3,556)	-	10,226
Human services	35,062	59,337	-	(44,908)	-	-	49,491
Total Special Revenue Funds	\$2,759,201	\$7,524,339	\$39,524	\$ (6,233,305)	\$ (1,659,801)	\$ 227,145	\$2,657,103
CAPITAL PROJECTS FUNDS:							
Debt-funded appropriations-							
Energy conservation (1981)	\$ 81,990	\$ 176,175	\$ -	\$ (126,531)	\$ 645	\$ -	\$ 132,279
Energy conservation (1983)	392,134	-	-	(335,139)	39	-	57,034
Water garage	(378,268)	-	-	-	-	378,268	-
Park and forestry building	(90,892)	-	-	(11,170)	-	165,000	62,938
School renovations	-	-	-	(370,759)	55,955	1,210,000	895,196
Fire equipment	-	-	-	-	29,393	215,000	244,393
Roof rehabilitation	-	-	-	(4,288)	-	102,000	97,712
Police communications	-	-	-	(92,907)	-	93,000	93
Parking meters	-	-	-	(119,852)	-	-	(119,852)
Other	53,646	-	-	-	(53,646)	-	-
Total Debt-funded	\$ 58,610	\$ 176,175	\$ -	\$ (1,060,646)	\$ 32,386	\$2,163,268	\$1,369,793
Revenue-funded appropriations-							
Leak detection survey	\$ 4,220	\$ -	\$ -	\$ (1,400)	\$ (2,280)	\$ -	\$ 540
Baker tennis courts	4,370	-	-	(4,257)	(113)	-	-
Waldstein Playground	-	160,000	-	(3,400)	-	-	156,600
Street rehabilitation	-	100,000	-	(39,889)	-	-	60,111
Halls Pond	-	18,000	-	-	-	-	18,000
Other	12,685	-	-	(3,375)	(3,854)	-	5,456
Total Revenue-funded	\$ 21,275	\$ 278,000	\$ -	\$ (52,321)	\$ (6,247)	\$ -	\$ 240,707
Total Capital Projects Funds	\$ 79,885	\$ 454,175	\$ -	\$ (1,112,967)	\$ 26,139	\$2,163,268	\$1,610,500

* Federal Revenue Sharing funds were transferred to the General Fund and disbursed for fire and police employee salaries.
Amounts expended agreed with budgeted expenditures.

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINING STATEMENT OF CHANGES IN FUND BALANCES -

EXPENDABLE AND NONEXPENDABLE TRUST FUNDS

FOR THE YEAR ENDED JUNE 30, 1985

	Balance June 30, 1984	Contributions from Enterprise Activities	Revenues and Receipts	Interest and Investment Income	Disbursements	Interfund and Intrafund Transfers (To)/From	Balance June 30, 1985
EXPENDABLE TRUST FUNDS:							
Town treasurer-							
Noncontributory retirement system	\$ -	\$ -	\$1,008,739	\$ -	\$(1,008,739)	\$ -	\$ -
Group self-insurance	(47,300)	136,536	536,321	-	(2,746,073)	2,105,429	(15,087)
Past service liability fund	1,561,178	-	-	113,426	-	300,000	1,974,604
Workmen's compensation self-insurance fund	28,552	-	-	1,133	(358,458)	337,000	8,227
Education funds	69,835	-	6,701	436	(1,059)	-	75,913
Tree funds	43,880	-	-	-	(57)	-	43,823
Other funds	51,422	-	-	1,179	(2,189)	-	50,412
	-----	-----	-----	-----	-----	-----	-----
	\$ 1,707,567	\$136,536	\$1,551,761	\$ 116,174	\$(4,116,575)	\$2,742,429	\$ 2,137,892
	-----	-----	-----	-----	-----	-----	-----
Library trustees-							
Caleb D. Bradlee	\$ 32,576	\$ -	\$ -	\$ 4,110	\$(839)	\$ -	\$ 35,847
D. Blakely Hoar	79,047	-	6,439	10,231	(11,915)	-	83,802
Other library funds	68,645	-	10,163	7,860	(16,158)	-	70,510
	-----	-----	-----	-----	-----	-----	-----
	\$ 180,268	\$ -	\$ 16,602	\$ 22,201	\$(28,912)	\$ -	\$ 190,159
	-----	-----	-----	-----	-----	-----	-----
Total expendable trust funds	\$ 1,887,835	\$136,536	\$1,568,363	\$ 138,375	\$(4,145,487)	\$2,742,429	\$ 2,328,051
	=====	=====	=====	=====	=====	=====	=====
NONEXPENDABLE TRUST FUNDS:							
Town treasurer-							
Contributory retirement system-							
Pension fund	\$ 4,561,613	\$305,465	\$5,648,507	\$1,190,762	\$(5,380,214)	\$ 4,384	\$ 6,330,517
Annuity savings fund	14,348,693	-	1,356,658	756,198	(390,390)	(552,848)	15,518,311
Annuity reserve fund	4,766,492	-	-	150,356	(510,106)	494,659	4,901,401
Military service credit fund	9,558	-	-	546	-	(890)	9,214
Expense fund	2,616	-	57,186	2,406	(68,097)	-	(5,889)
Pension reserve fund	-	-	-	300,000	-	54,695	354,695
	-----	-----	-----	-----	-----	-----	-----
	\$23,688,972	\$305,465	\$7,062,351	\$2,400,268	\$(6,348,807)	\$ -	\$27,108,249
	-----	-----	-----	-----	-----	-----	-----
Stephen G. Train - health	\$ 109,413	\$ -	\$ -	\$ 9,921	\$(14,963)	\$ -	\$ 104,371
Cemetery perpetual care	393,403	-	-	9,102	-	-	402,505
Education funds	147,725	-	-	12,596	(6,879)	-	153,442
Tree funds	11,594	-	-	201	(455)	-	11,340
	-----	-----	-----	-----	-----	-----	-----
	\$ 662,135	\$ -	\$ -	\$ 31,820	\$(22,297)	\$ -	\$ 671,658
	-----	-----	-----	-----	-----	-----	-----
Library trustees-							
Library funds	86,203	-	200	7,973	(2,791)	-	91,585
	-----	-----	-----	-----	-----	-----	-----
Total nonexpendable trust funds	\$24,437,310	\$305,465	\$7,062,551	\$2,440,061	\$(6,373,895)	\$ -	\$27,871,492
	=====	=====	=====	=====	=====	=====	=====

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINING BALANCE SHEET - ENTERPRISE FUNDS

JUNE 30, 1985

	Water Fund	Sewer Fund	Golf Course Fund	Combined
ASSETS:				
Cash	\$ 452,047	\$ 134,078	\$ 34,242	\$ 620,367
Accounts receivable from customers	949,066	344,711	-	1,293,777
State aid receivable	23,357	-	-	23,357
Less- Allowance for uncollectible receivables	(6,465)	(2,385)	-	(8,850)
	-----	-----	-----	-----
	\$1,418,005	\$ 476,404	\$ 34,242	\$1,928,651
	-----	-----	-----	-----
Fixed assets (Note 1)	\$4,180,000	\$2,565,000	\$ -	\$6,745,000
Less- Accumulated depreciation	666,200	762,650	-	1,428,850
	-----	-----	-----	-----
	\$3,513,800	\$1,802,350	\$ -	\$5,316,150
	-----	-----	-----	-----
Construction-in-progress	\$1,272,953	\$ 5,922	\$240,758	\$1,519,633
	-----	-----	-----	-----
Total assets	\$6,204,758	\$2,284,676	\$275,000	\$8,764,434
	=====	=====	=====	=====
LIABILITIES AND RESERVES:				
Accounts payable	\$ 37,402	\$ -	\$ 11,426	\$ 48,828
Accrued compensated absences	117,550	11,825	19,159	148,534
Accrued water and sewer assessments	1,043,585	906,464	-	1,950,049
Bonds payable (Note 3)	3,615,000	285,000	275,000	4,175,000
	-----	-----	-----	-----
Total liabilities and reserves	\$4,813,537	\$1,203,289	\$305,585	\$6,322,411
	-----	-----	-----	-----
FUND EQUITY:				
Contributed capital	\$1,250,426	\$1,094,086	\$ -	\$2,344,512
Retained earnings (deficit)	140,795	(12,699)	(30,585)	97,511
	-----	-----	-----	-----
Total fund equity	\$1,391,221	\$1,081,387	\$ (30,585)	\$2,442,023
	-----	-----	-----	-----
	\$6,204,758	\$2,284,676	\$275,000	\$8,764,434
	=====	=====	=====	=====

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINING STATEMENT OF REVENUES, TRANSFERS, EXPENSES

AND CHANGES IN FUND EQUITY - ENTERPRISE FUNDS

FOR THE YEAR ENDED JUNE 30, 1985

	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Golf Course Fund</u>	<u>Combined</u>
REVENUES:				
Charges for services	\$2,955,332	\$1,122,690	\$223,121	\$4,301,143
Water grant	23,357	-	-	23,357
	-----	-----	-----	-----
Total revenues	\$2,978,689	\$1,122,690	\$223,121	\$4,324,500
	-----	-----	-----	-----
EXPENSES:				
Cost of resources	\$ 748,460	\$ 906,464	\$ -	\$1,654,924
Salaries	1,030,601	114,648	122,397	1,267,646
Employee benefits	271,706	63,942	37,157	372,805
Interest	141,443	11,864	-	153,307
Utilities	44,011	-	22,666	66,677
Depreciation	83,600	51,300	-	134,900
Materials and supplies	81,794	21,953	33,478	137,225
Other	88,370	21,613	1,853	111,836
	-----	-----	-----	-----
Total expenses	\$2,489,985	\$1,191,784	\$217,551	\$3,899,320
	-----	-----	-----	-----
INCOME (LOSS) BEFORE TRANSFERS	\$ 488,704	\$ (69,094)	\$ 5,570	\$ 425,180
	-----	-----	-----	-----
TRANSFERS TO OTHER FUNDS	596,164	2,894	23,554	622,612
	-----	-----	-----	-----
NET LOSS	\$ (107,460)	\$ (71,988)	\$ (17,984)	\$ (197,432)
	-----	-----	-----	-----
FUND EQUITY (DEFICIT), beginning of year	248,255	59,289	(12,601)	294,943
	-----	-----	-----	-----
FUND EQUITY (DEFICIT), end of year	\$ 140,795	\$ (12,699)	\$ (30,585)	\$ 97,511
	=====	=====	=====	=====

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINING STATEMENT OF CHANGES IN FINANCIAL POSITION -

ENTERPRISE FUNDS

FOR THE YEAR ENDED JUNE 30, 1985

	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Golf Course Fund</u>	<u>Combined</u>
SOURCES OF WORKING CAPITAL:				
Operations-				
Net loss	\$ (107,460)	\$ (71,988)	\$ (17,984)	\$ (197,432)
Items not requiring working capital-				
Depreciation	83,600	51,300	-	134,900
	-----	-----	-----	-----
Working capital provided by operations	\$ (23,860)	\$ (20,688)	\$ (17,984)	\$ (62,532)
Proceeds from bond issuance	1,585,000	140,000	275,000	2,000,000
Proceeds from federal grant	140,000	-	-	140,000
	-----	-----	-----	-----
	\$1,701,140	\$ 119,312	\$257,016	\$2,077,468
USES OF WORKING CAPITAL:				
Repayment of long-term debt	265,000	130,000	-	395,000
Construction-in-progress	1,272,953	5,922	240,758	1,519,633
	-----	-----	-----	-----
NET INCREASE (DECREASE) IN WORKING CAPITAL	\$ 163,187	\$ (16,610)	\$ 16,258	\$ 162,835
	=====	=====	=====	=====
INCREASES (DECREASES) IN COMPONENTS OF WORKING CAPITAL:				
Cash	\$ 452,047	\$ 134,078	\$ 34,242	\$ 620,367
Net accounts receivable	(76,478)	106,253	-	29,775
Accounts payable	(34,931)	-	(11,426)	(46,357)
Accrued compensated absences	61,707	14,047	(6,558)	69,196
Accrued water and sewer assessments	(239,158)	(270,988)	-	(510,146)
	-----	-----	-----	-----
NET INCREASE (DECREASE) IN COMPONENTS OF WORKING CAPITAL	\$ 163,187	\$ (16,610)	\$ 16,258	\$ 162,835
	=====	=====	=====	=====

The accompanying notes are an integral part of these financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(1) Summary of Significant Accounting Policies

Accounting policies and financial reporting practices for municipalities in Massachusetts are prescribed by the Uniform Municipal Accounting System (UMAS) promulgated by the Commonwealth of Massachusetts Department of Revenue. The significant accounting policies followed by the Town of Brookline (the Town) are as follows:

(a) Fund Accounting

Financial transactions of the Town are recorded in the following funds or account group:

- (1) The General Fund reflects the financial transactions related to general governmental activities which are not otherwise accounted for in another fund.

Included within the General Fund is the unreserved fund balance (surplus revenue) which is the amount by which unrestricted cash, accounts receivable and other assets exceed liabilities and reserves.

- (2) Special Revenue Funds account for the proceeds of specific revenue sources (other than trust and agency or major capital projects) that are legally restricted to expenditures for specified purposes. These sources include Federal Revenue Sharing funds, which must be expended in accordance with Federal Revenue Sharing guidelines, gifts and grants from outside sources, which must be expended in accordance with the provisions of the grants, and funds related to specific activities of the Town. These funds are available to fund future operations as prescribed by the Town.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(a) Fund Accounting (Continued)

- (3) The Capital Projects Funds account for the financial resources used in the acquisition of or improvements to capital facilities. Capital facility expenditures are distinguished as capital project expenditures if at least two of the following characteristics are met:
- ° Financing is provided in whole or in part by the issuance of bonds.
 - ° Expenditures are made during more than one fiscal year.
 - ° Expenditures are "project-oriented" and thus are not a part of the ongoing operations of the Town.

Other capital facility expenditures are reflected as expenditures in the General Fund Statement of Revenues, Transfers, Expenditures and Changes in Fund Balances.

- (4) The Enterprise Funds reflect the revenues and expenditures pertaining to the maintenance and operation of the Town's water supply system, sewer system and golf course.
- (5) The Trust and Agency Funds account for money and securities received and held by the Town as trustee or custodian for individuals, private organizations and other governmental agencies. Trust and Agency Funds also include, under the custody of the Town Treasurer, monies appropriated by the Town to fund supplemental contributions to the Brookline Contributory Retirement System.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(a) Fund Accounting (Continued)

Trust and Agency Funds are classified as expendable or nonexpendable depending on whether the principal portion of the fund balance may be expended, or only investment income may be used.

- (6) The General Long-Term Obligations Group of Accounts includes the liabilities for accumulated sick leave, vacation and personal leave benefits and long-term debt (Note 3). The balance payable is offset by resources to be provided through taxation in future years.

Under the terms of Chapter 645 of the Acts of 1948, as amended, the Town is reimbursed over the period of the debt service for a portion of its debt which was incurred to finance school construction. These reimbursements are included in General Fund revenue when received from the Commonwealth.

(b) Uniform Municipal Accounting System

The Town follows the reporting requirements of the Uniform Municipal Accounting System (UMAS) developed by the Bureau of Accounts of the Commonwealth of Massachusetts.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(b) Uniform Municipal Accounting System (Continued)

The following is a summary of the significant policies followed under UMAS:

Revenue

- ° Revenues in the governmental fund types (General Fund, Special Revenue and Capital Projects Funds) are accounted for using a modified accrual basis whereby the receipts during the July 1 to August 31 period allocable to the preceding fiscal year are reflected as revenue for that year.

Enterprise Funds

- ° The Town accounts for the operations of the water supply system, sewer system and golf course activities as separate enterprise funds as the funds' activities are financed primarily by user charges.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(b) Uniform Municipal Accounting System (Continued)

Enterprise Funds (Continued)

- ° In addition, while the Town has adopted enterprise fund treatment for the above mentioned activities, the fixed assets related to each activity have not been inventoried. In lieu thereof, fixed assets additions, financed by the proceeds of debt which was outstanding at June 30, 1985, have been capitalized on the accompanying enterprise fund balance sheets. Accordingly, only the related fixed asset depreciation is included in the Statement of Revenues, Expenses and Changes in Fund Equity for the individual enterprise funds.

(c) Accounting for Expenditures

Disbursements for material and supply inventories are considered expenditures rather than assets at the time of purchase. Prepayments are recorded as expenditures at the time of payment and are not deferred and amortized. Interest cost is recognized when due and is not accrued over time. The repayment of long-term debt principal related to General Fund operations is recorded as an expenditure of the General Fund.

Employees earn vacation, personal and sick leave benefits pursuant to various collective bargaining agreements as they provide services to the Town. Accumulated vacation, personal and sick leave benefits are vested, subject to a maximum of \$2,000 for sick leave, and are payable upon retirement or termination. The obligation for accumulated Enterprise Fund employee benefits not yet taken at June 30, 1985, is reflected as a liability in the

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(c) Accounting for Expenditures (Continued)

respective Enterprise Funds. The obligation for accumulated Town employee vacation and personal leave benefits not yet taken at June 30, 1985 and paid within 60 days of yearend, is reflected as a liability in the General Fund with remaining benefits recorded in the General Long-Term Obligations Account Group.

(d) Investments

Library and Town Trust Fund investments, other than Contributory Retirement System investments, are stated at cost. Market value for these investments exceeded cost by approximately \$120,000. See Note 1(g) for the corresponding investments held in the Town's Contributory Retirement System.

(e) Accounting for Fixed Assets

Through June 30, 1985, the Department of Revenue did not require the recording of fixed assets in the general ledger. Accordingly, the Town does not record General Fund fixed assets in an asset account in the Town's general ledger at the time of acquisition, but expenses them when purchased.

(f) Budgetary - GAAP Reporting Reconciliation

Accounting principles applied for purposes of developing data on a budgetary basis differ from those used to present financial statements in conformity with generally accepted accounting principles (GAAP). A reconciliation of budgetary-basis to GAAP-basis results is presented below:

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(f) Budgetary - GAAP Reporting Reconciliation (Continued)

Excess of expenditures over revenues and transfers - budgetary basis	\$ 1,059,432
Effect of use of modified accrual method for recognizing revenue	274,360
Provision for accrued compensated absences	190,220
Allocation of revenues to GAAP- basis enterprise funds	4,324,500
Allocation of expenditures to GAAP-basis enterprise funds	(3,669,441)

Excess of expenditures over revenues and transfers - GAAP-basis	\$ 2,179,071
	=====

Massachusetts law does not require preparation of a budget for grants accounted for in the Special Revenue Funds. Since such grants, other than Federal Revenue Sharing, are not budgeted, a budgetary comparison with actual results of operations is not presented.

(g) Contributory Retirement System Accounting

The System follows accounting policies mandated by the Commonwealth of Massachusetts. The accounting records are maintained on the accrual basis. In accordance with the requirements of the Commonwealth, the accompanying balance sheet includes investments in bonds stated at book value (cost plus or minus any unamortized premium or

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(f) Budgetary - GAAP Reporting Reconciliation (Continued)

discount) and investments in stocks stated at market value. At June 30, 1985, the value of these investments was as follows:

Bonds, at book value (quoted market value of \$17,052,885)	\$18,619,143
Stocks, at market value (cost of \$148,656)	541,862

	\$19,161,005
	=====

(2) Retirement Plans

Teachers, certain administrators and other professional employees of the Town's school department individually participate in a contributory retirement plan administered by the Massachusetts Teachers' Retirement Board. The Town does not contribute to this plan.

Substantially all other Town employees are participants in the Brookline Contributory Retirement System ("the System"). Under the provisions of the System, employees contribute certain percentages of their pay and are eligible for retirement benefits after meeting the prescribed age and/or period of service criteria. The Town contributes to the System an annual amount determined by the Commonwealth of Massachusetts Division of Public Employee Retirement Administration primarily on the basis of projected annual benefit payments for the year ("pay-as-you-go"). In addition, the Town has provided supplemental funding under Chapter 559 of the Acts of 1977.

The latest actuarial valuation determined that the annual cost, including amortization of past service cost over 30 years, would approximate 27.5% of annual payroll cost.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(2) Retirement Plans (Continued)

The following table summarizes the actual funding for 1985 and the annual Town Meeting budgeted funding for 1986. It also shows the approximate amount of contributions required on an actuarial basis for each year, assuming the funding of past service costs over 30 years:

<u>Contributions Voted at Town Meeting</u>	<u>Year Ended June 30,</u>	
	<u>1985</u>	<u>1986</u>
Annual Town funding-		
Contributory	\$5,376,186	\$5,747,795
Supplemental funding	300,000	-
	-----	-----
Total funding	\$5,676,186	\$5,747,795
	=====	=====
<u>Contributions Voted at Town Meeting</u>	<u>Year Ended June 30,</u>	
	<u>1985</u>	<u>1986</u>
Approximate contributory funding required per 1983 actuarial valuation	\$5,597,195	\$5,849,061
	=====	=====

The following table presents the benefit and asset information for the System as of January 1, 1983, the date of the latest actuarial valuation:

Actuarial present value of accumulated benefits-	
Vested	\$77,275,839
Nonvested	1,194,832

	\$78,470,671
	=====
Assets available for benefits	\$23,421,263
	=====

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(2) Retirement Plans (Continued)

The actuarial present value of accumulated benefits results from applying actuarial assumptions to reflect the time value of money and the probability of payment to those future periodic payments that are attributable under the System's provisions to the service employees have rendered. The significant actuarial assumptions are: (1) life expectancy of participants according to the 1971 Group Annuity Mortality Table, (2) an investment return of 7 1/2% per annum, (3) salary increases at a rate of 6% per annum and (4) cost-of-living increases at the rate of 3% per annum. Assets are valued at statutory values as shown in the annual reports of the System.

The Town also provides retirement benefits to former employees who were never subject to the System. Payments pursuant to appropriation by Town Meeting amounted to approximately \$980,000 in 1985 with approximately \$935,000 budgeted funding for 1986. These employees are not included in the actuarial valuation provided by the Commonwealth and there is no available estimate of their related actuarial liability.

In addition to providing pension benefits, the Town provides certain health care and life insurance benefits for retired employees. Substantially all of the Town's employees may become eligible for those benefits if they reach normal retirement age while working for the Town. These and similar benefits for active employees are partially provided through an insurance company whose premiums are based on the benefits paid during the year. The Town recognizes the cost of providing those benefits by expensing the annual insurance premiums, which were \$555,000 for 1985.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(3) Long-Term Debt

As of June 30, 1985, the Town has the following outstanding long-term debt in the Enterprise Funds and General Long-Term Obligations Account Group:

	<u>Date of Issue</u>	<u>Fiscal Year of Maturity</u>	<u>Original Principal Amount</u>	<u>Interest Rate</u>	<u>Amount Outstanding at June 30, 1985</u>
INSIDE DEBT LIMIT:					
Sewer-					
Sewer Bonds	07/01/70	1986	\$ 1,785,000	5.90%	\$ 115,000
Sewer Bonds	10/01/72	1987	230,000	4.50	30,000
			-----		-----
			\$ 2,015,000		\$ 145,000
			-----		-----
Water-					
Water Garage Bonds	11/01/84	1994	\$ 1,225,000	7.50	\$ 1,225,000
			-----		-----
School-					
School Repair Bonds	11/01/84	1994	\$ 1,210,000	7.50	\$ 1,210,000
			-----		-----
Municipal Construction-					
Library Addition Loan	10/01/71	1986	\$ 1,310,000	4.30	\$ 90,000
Parking Facility Loan	10/01/71	1986	920,000	4.30	65,000
Golf Irrigation Bonds	11/01/84	1994	275,000	7.50	275,000
Roof Replacement Bonds	11/01/84	1994	102,000	7.50	102,000
Park Maintenance Building Bonds	11/01/84	1994	165,000	7.50	165,000
			-----		-----
			\$ 2,772,000		\$ 697,000
			-----		-----

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(3) Long-Term Debt (Continued)

	<u>Date of Issue</u>	<u>Fiscal Year of Maturity</u>	<u>Original Principal Amount</u>	<u>Interest Rate</u>	<u>Amount Outstanding at June 30, 1985</u>
Other-					
Energy Conservation Bonds	12/15/82	1988	\$ 1,400,000	6.15%	\$ 840,000
Fire Equipment Bonds	11/01/84	1994	215,000	7.50	215,000
Police Radio Bonds	11/01/84	1994	93,000	7.50	93,000
			<u>\$ 1,708,000</u>		<u>\$ 1,148,000</u>
OUTSIDE DEBT LIMIT:					
School-					
School Project Loan	10/01/72	1987	\$ 2,455,000	4.50	\$ 350,000
School Project Bonds	12/15/82	1988	990,000	6.15	590,000
School Project Loan	10/01/71	1986	5,710,000	4.30	405,000
			<u>\$ 9,155,000</u>		<u>\$ 1,345,000</u>
Water-					
Water Loan	10/01/71	1986	\$ 260,000	4.30	\$ 15,000
Water Bonds	10/01/72	1987	130,000	4.50	10,000
Water Loan	02/15/80	1995	3,030,000	6.25	2,005,000
Water Meter Bonds*	11/01/84	1994	500,000	7.50	500,000
			<u>\$ 3,920,000</u>		<u>\$ 2,530,000</u>
Other-					
Urban Renewal Bonds	10/01/72	1987	\$ 270,000	4.50	\$ 30,000
Urban Renewal Bonds	11/01/84	1994	1,880,000	7.50	1,880,000
			<u>\$ 2,150,000</u>		<u>\$ 1,910,000</u>
Total debt			<u>\$24,155,000</u>		<u>\$10,210,000</u>

* \$140,000 of this issue is reflected on the accompanying balance sheet as debt of the Sewer Fund.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(3) Long-Term Debt (Continued)

Loans authorized and amounts issued through short-term anticipation borrowings consist of the following as of June 30, 1985:

	Fiscal Year Authorized	Amount Authorized	Amount Issued
Unified Arts Building	1981	\$ 80,000	\$ -
Marsh Project BRA	1982	450,000	-
Energy Conservation	1983	3,000	-
Parking Meters	1985	120,000	-
Computer System	1985	1,300,000	-
Telephone System	1985	850,000	-
Energy Improvement	1985	355,000	-
High School Roof	1985	120,000	-
		-----	-----
		\$3,278,000	\$ -
		=====	=====

Debt service for future years, including approximately \$1,518,000 to be provided by the Commonwealth under Chapter 645 of the Acts of 1948, as amended, consists of the following:

For the Year Ending June 30,	Current Year Debt Service	Cumulative Liability		
		Total	Principal	Interest
1986	\$2,883,177	\$13,012,765	\$10,210,000	\$2,802,765
1987	2,060,731	10,129,588	7,955,000	2,174,588
1988	1,749,606	8,068,857	6,405,000	1,663,857
1989	1,183,563	6,319,251	5,070,000	1,249,251
1990	1,122,688	5,135,688	4,225,000	910,688
1991	903,000	4,013,000	3,380,000	633,000
1992	849,687	3,110,000	2,700,000	410,000
1993	801,563	2,260,313	2,025,000	235,313
1994	753,437	1,458,750	1,350,000	108,750
1995	705,313	705,313	675,000	30,313

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(4) 1986 Budget

The Town has authorized a fiscal 1986 operating and capital budget totaling \$72,274,567 which will be financed from the following sources:

1986 Tax levies, state grants, departmental receipts, etc.	\$67,886,357
Borrowings	2,625,000
Available funds	738,210
Federal Revenue Sharing	1,025,000

	\$72,274,567
	=====

In accordance with the General Laws of the Commonwealth of Massachusetts, on July 1, 1985, the Director of the Bureau of Accounts has certified the amount of available funds ("free cash") to be \$229,152. Free cash generally represents the portion of surplus revenue which may be used by the Town to fund current appropriations.

In addition, the Town has carried forward appropriations totaling \$2,828,238 from 1985 and prior years for projects authorized by Town Meeting but not yet completed. Amounts carried forward include General Fund (\$1,096,140), Special Revenue Funds (\$121,598) and Capital Projects Funds (\$1,610,500) appropriations.

(5) B-2 Parcel

The Town owns property referred to as the B-2 Parcel and has leased the property to an independent developer under a 60-year agreement. The developer must invest a minimum of \$15,000,000 into the construction of a medical center, office and retail space. Annual lease payments of \$100,000 will commence upon completion of the construction projects. The developer has an option to purchase the B-2 Parcel for \$1,000,000 plus an additional \$2,000,000 if certain circumstances occur.

Included in the Special Revenue Fund are three accounts relating to the B-2 Parcel. The funds are to be used to reduce the amount to be provided for retirement of debt acquired during the

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1985

(Continued)

(5) B-2 Parcel (Continued)

acquisition of the property (\$112,590), to pay any contingencies related to damaged land during construction or the amount paid to relocate previous tenants (\$311,874), and to pay administrative costs related to the management of the property (\$116,313).

(6) Commitments and Contingencies

During fiscal 1984, the Town was the recipient of an adverse Appellate Tax Board decision with regard to the assessed values placed on certain real estate subject to rent control. The Town is in the process of appealing this decision with the Supreme Court. In the event that the appeal is not successful, the unfunded real estate abatement obligation, as it relates to similar rent controlled properties, could range between \$1,000,000 and \$3,000,000.

The Town has been named as defendant in a number of other legal proceedings at June 30, 1985. In the opinion of the administration and Town Counsel, the ultimate resolution of these legal actions will not result in a material loss to the Town.

ARTHUR ANDERSEN & CO.
BOSTON, MASSACHUSETTS

AUDITORS' REPORT ON EXHIBITS

To the Honorable Board of Selectmen,
Town of Brookline, Massachusetts:

Our examination was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The data contained on pages 33 and 34 is presented for the purpose of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the audit procedures applied in our examination of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Arthur Andersen & Co.

October 18, 1985.

RECONCILIATION OF TREASURER'S POOLED CASHAND TEMPORARY INVESTMENTSJUNE 30, 1985SUMMARY OF TRANSACTIONS

BALANCE, July 1, 1984	Pooled Cash	\$ 925,348
	Federal Revenue Sharing	
	Cash	81,969
	Temporary Investments	10,180,400

		\$ 11,187,717

RECEIPTS		\$ 146,200,067

DISBURSEMENTS		(143,246,989)

BALANCE, June 30, 1985	Pooled Cash	\$ 1,438,891
	Federal Revenue Sharing	
	Cash	87,774
	Temporary Investments	12,614,130

		\$ 14,140,795
		=====

DETAIL OF BALANCES

NONINTEREST-BEARING:		
Baybank/Norfolk Trust		\$ 25,380
United States Trust Co.		7,821
State Street Bank & Trust Co.		2,821

Total		\$ 36,022

INTEREST-BEARING:		
Bank of New England		\$ 3,245
Patriot Bank, N.A.		220,689
Bank of Boston/Norfolk		1,358
Shawmut Bank of Boston		1,329
Capitol Bank & Trust Co.		667
Boston Safe Deposit & Trust Co.		1,151,169
United States Trust Co. (Federal Revenue Sharing)		87,774
The First National Bank of Boston		247

Total		\$ 1,466,478

CASH AND CHECKS ON HAND		\$ 16,239

BAD CHECKS		7,926

TEMPORARY INVESTMENTS		12,614,130

Total Treasurer's pooled cash and temporary investments		\$ 14,140,795

OTHER TRUST FUND CASH AND TEMPORARY INVESTMENTS:		
Treasurer		\$ 7,289,185
Library trustees		235,335

		\$ 7,524,520

Total pooled cash and temporary investments per financial statements		\$ 21,665,315
		=====

All bank accounts recorded in the Town's books and records at June 30, 1985 were confirmed directly with depository banks and reconciled. Cash and checks on hand at June 30, 1985 were counted and agreed to the Town's records.

TOWN OF BROOKLINE, MASSACHUSETTS

SCHEDULE OF TAXES, WATER AND SEWER RATES

FOR THE YEAR ENDED JUNE 30, 1985

	Uncollected Balances June 30, 1984	Commitments	Abatements and Adjustments	Transfers to Tax Title or Liens	Net Collections/ (Refunds)	Uncollected Balances June 30, 1985	Amount Per Collector Balance	Amount Per Detailed Trial Balance
REAL ESTATE TAXES:								
1980	\$ (4,900)	\$ -	\$ 4,900	\$ -	\$ -	\$ -	\$ -	\$ -
1981	(1,546)	-	(10,003)	-	(1,512)	(10,037)	(10,037)	-
1982	52,245	-	(173,606)	-	(122,619)	1,258	604	-
1983	139,953	-	(234,017)	(47,287)	(138,373)	(2,978)	(9,378)	-
1984	684,962	-	(279,086)	(65,709)	320,481	19,686	37,896	65,696
1985	-	46,791,135	(164,443)	(156,861)	45,505,054	964,777	859,742	928,606
	-----	-----	-----	-----	-----	-----	-----	-----
Total	\$870,714	\$46,791,135	\$ (856,255)	\$ (269,857)	\$45,563,031	\$ 972,706	\$ 878,827	\$994,302
	=====	=====	=====	=====	=====	=====	=====	=====
PERSONAL PROPERTY TAXES:								
1980	\$ 4,998	\$ -	\$ (4,998)	\$ -	\$ -	\$ -	\$ -	\$ -
1981	98	-	(98)	-	-	-	-	-
1982	5,065	-	(3,942)	-	2,857	(1,734)	(1,734)	-
1983	13,041	-	(5,076)	-	4,224	3,741	1,213	3,406
1984	9,516	-	-	-	4,358	5,158	(4,357)	5,142
1985	-	1,457,176	632	-	1,063,732	394,076	394,076	394,163
	-----	-----	-----	-----	-----	-----	-----	-----
Total	\$ 32,718	\$ 1,457,176	\$ (13,482)	\$ -	\$ 1,075,171	\$ 401,241	\$ 389,198	\$402,711
	=====	=====	=====	=====	=====	=====	=====	=====
MOTOR VEHICLE EXCISE TAXES:								
1978	\$ (1,812)	\$ -	\$ 1,812	\$ -	\$ -	\$ -	\$ -	\$ -
1979	160,867	-	(1,812)	-	4,742	154,313	156,125	-
1980	173,254	-	(2,293)	-	8,535	162,426	162,570	-
1981	56,866	-	(1,307)	-	4,192	51,367	51,223	-
1982	100,739	-	(985)	-	6,113	93,641	93,641	-
1983	116,889	5,875	(9,485)	-	27,581	85,698	85,341	-
1984	350,592	657,227	(133,572)	-	783,373	90,874	110,371	85,960
1985	-	1,570,184	(228,117)	-	1,034,609	307,458	295,035	295,094
	-----	-----	-----	-----	-----	-----	-----	-----
Total	\$957,395	\$ 2,233,286	\$ (375,759)	\$ -	\$ 1,869,145	\$ 945,777	\$ 954,306	\$381,054
	=====	=====	=====	=====	=====	=====	=====	=====
WATER AND SEWER RATES AND SERVICES, excluding liens added to taxes and other charges of \$105,251 at June 30, 1985 and \$77,476 at June 30, 1984								
	\$807,507	\$ 3,818,913	\$ (21,397)	\$ -	\$ 3,416,497	\$1,188,526	\$1,101,841	\$835,532
	=====	=====	=====	=====	=====	=====	=====	=====

(1)

(1) Detailed trial balances for fiscal 1984 and 1985 are maintained by an outside service bureau.
There were no detailed trial balances available for years prior to fiscal 1984.

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